

West Hendon Playing Fields

Outline Business Case Summary

May 2021





Figure 1: Current WHPF layout



Figure 2: Adopted Masterplan

Proposed facilities mix

Brand new Sports Hub facility including (but not limited to):
- Café
- Multi-use community rooms
- Open plan office area for community sports hub
- Clip and climb indoor climbing area
- Multiuse activities studio
- New nursery area
- Soft play area
- Changing rooms and toilets
Improved and reconfigured football pitches
3G Artificial Turf Pitches (ATPs)
Multi Use Games Area (MUGA)
Tennis Courts
Wheeled Sports Facility
Bowling Green
Adventurous Play and Toddler Play
Outdoor Gym and Trim Trail
Adventure Golf
High Ropes
Woodland Nature Trail
Sensory Garden and Community Garden
Pedestrian and Cycle Routes

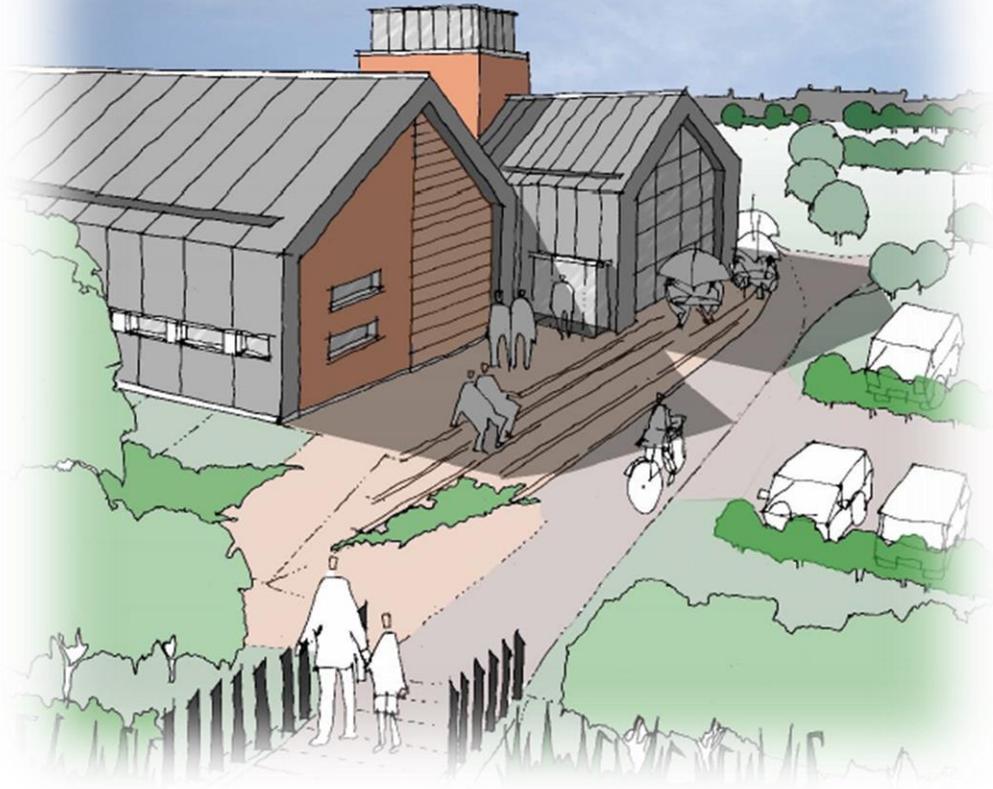


Fig 3: Community Sports Hub – illustrative design

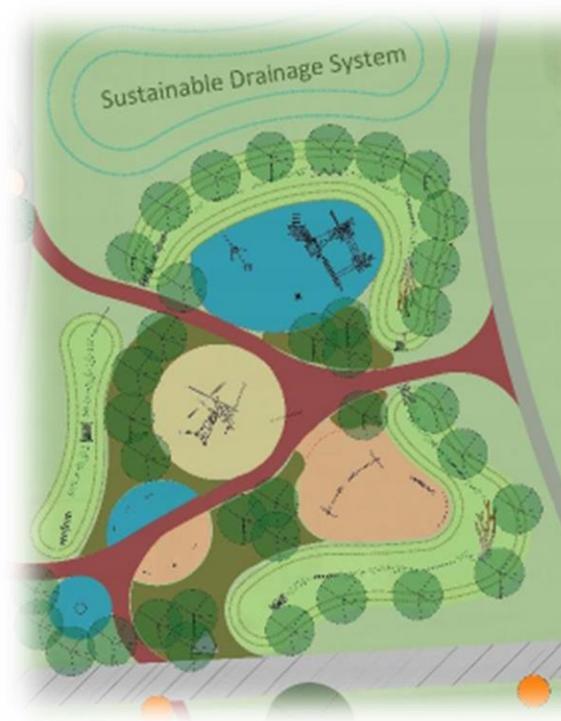


Fig 4: Adventure play area – masterplan extract and precedent images



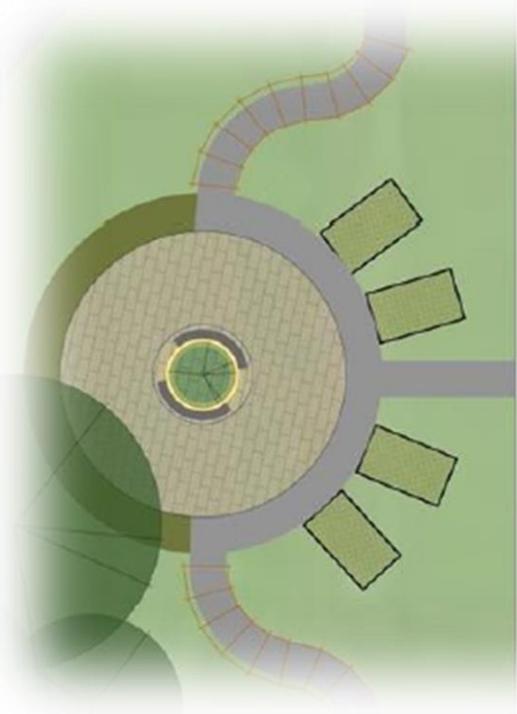


Fig 5: Community / sensory garden



Placeholder images



Fig 6: Adventure golf



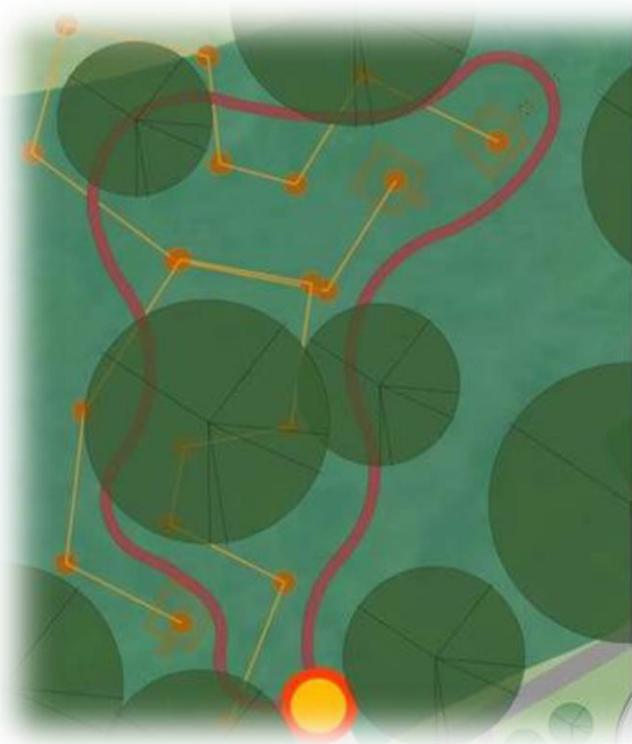


Fig 7: High ropes course

Fig 8: Outdoor gym



Executive Summary



- West Hendon Playing Fields has been identified (along with Barnet Playing Fields and Barnet Copthall) as having potential for development as a regional Sports Hub
- The final draft Masterplan was adopted by Environment Committee in March 2020 following extensive consultation and engagement with over 900 users, wider stakeholders and local residents – 72% of which are supportive of the final draft masterplan
- The Masterplan includes provision of both indoor and outdoor facilities offering significant community and wellbeing benefits to residents, and a previously untapped source of revenue for the Council
- Improvements will include green travel and infrastructure enhancements needed to successfully transform the area into a dynamic urban area for living, employment, leisure and social interaction
- Its proximity to West Hendon regeneration area provides opportunities for investment through utilising CIL monies thereby limiting the reliance on borrowing
- In line with Committee approvals, a detailed Outline Business Case (OBC) has been developed for the scheme, presenting the rationale for investment using the government’s Five Case Model
- These slides summarise the OBC document and its report to Committee, which seeks approval of the OBC and permission to proceed with activities required to develop the Full Business Case for the scheme



Summary of Scheme Benefits



- Meets local demand for **free-to-access activities** and facilities, including a wheeled sports facility, play areas and community gardens
- Condition enhancements will **revitalise the site**, addressing issues which have made the site unwelcoming and underused, and transforming it to one which is an attractive destination for all
- Provides **improved indoor facilities** for existing users, additional indoor activity and community space, providing improvements to both mental and physical health
- Provide **ecological improvements**, capitalising on site's unique character and its designation as a Site of Special Scientific Interest – widening awareness through education and improved access
- Forms a core **placemaking** element of the wider regeneration of West Hendon, including opportunities for community cohesion and education
- Significant **sustainable and active travel improvements** within and around the site
- Helps to meet the specific **needs of local sports clubs** for football pitches, especially junior and artificial pitches
- Associated improvements from reduced crime and improvements to **health, education and wellbeing**



The Economic Case



- A proportion of the Council's greenspaces maintenance budget (approx. £250k) is spent annually at West Hendon Playing Fields. These costs are expected to increase due to the condition of buildings and facilities on site, including tennis, playing pitches and play facilities
- In its current form, West Hendon offers very little opportunity for the Council to recoup any of this expenditure
- A modest income is generated through the leases on the buildings (the nursery, bowls club and martial arts club) as well as pitch bookings, but these are not sufficient to offset the expense outlined above.
- There are also increasing incidents of fly-tipping and vandalism on site, as a result of lack of recent investment and presence on site
- Facilities have been identified by SLC which maximise the potential return on the Council's investment – ensuring the site becomes cost-neutral with potential for a revenue surplus



The Financial Case



- An initial business plan produced by SLC in 2019, revisited again at the end of 2020 to review the impact of the pandemic and appraise various funding models for scheme, projects the following:
 - The expected scheme development cost is estimated to be £16.6m.
 - Additional costs (e.g. staff, legal and technical fees) estimated to be £2.2m, so total project cost of £18.8m.
 - Income generated through facility hire and bookings could generate up to £1.4m a year
 - Studies undertaken have produced evidence which suggests, at scheme maturity, the project's outcomes can be delivered whilst achieving a revenue neutral position
- The full OBC document includes detailed financial modelling which outlines the impact of borrowing on the scheme, including a full assessment of the impact of MRP
- Further clarity on the project's financials will be achieved following key procurement activities and the development of a Full Business Case



Programme



- The project team is currently identifying opportunities where delivery of key facilities can be accelerated, using a phased approach to meet the immediate needs of residents in an area of increasing growth
- A high level programme has been outlined below, outlining key dates for procurement and planning approvals for the scheme’s major development elements

June 2021	Outline Business Case reported to P&R Committee, West Hendon PF Programme Board established
July 2021	Undertake technical appointments required to develop design
August 2021	Appointments made to support transformation workstream / operator procurement
November 2021	Site surveys and reports complete
Spring 2022	Soft market testing complete, including conclusion report on operating models
Spring 2022	Developed design complete, engagement with stakeholders re planning application and funding
Summer 2022	Procurement engaged re operator procurement, suite of documents produced
Summer 2022	Outline Planning Application submitted



Next steps



- Following engagement with procurement and input from key partners and stakeholders, a procurement approach will be determined which balances value with ensuring a quality, timely delivery of the overall scheme.
- Technical support will be procured to develop design elements and support contractor procurement, and support opportunities for accelerated delivery.
- Given the size and significance of the scheme and the anticipated availability of specialist parks and groundworks contractors, the risk of failed procurement is considered to be low
- Specialist leisure consultants have provided an early assessment of management models for the site itself, and an options analysis concludes the likely requirement to outsource operation to one or multiple partners due to various functions of site and potential specialist facilities
- Further engagement and assessment will be undertaken to procure an operator/s to partner with the Council following market testing
- The project will be managed according to established governance arrangements, including a programme board for monthly monitoring and regular reports to Committees where relevant.



High-level risks



- Risks will be managed using the Council’s established project processes – the main elements are outlined below and a full risk register

Risk description	Mitigations / actions
<p>Planning – scheme fails to secure planning approvals from local planning authority and GLA, e.g. due to impact on Metropolitan Open Land, SSSI etc.</p>	<p>LBB planning have been consulted as part of early stakeholder engagement. Pre-application discussions will be undertaken with both LBB and the GLA as design work progresses. Amendments have been made to initial masterplan design during first phase of consultation.</p>
<p>Funding – Council are unable to obtain monies required to ensure business case remain viable</p>	<p>Identification of external funding streams has been included within consultant’s feasibility report. Initial engagement has been made with potential funding partners, and applications to be made for NGB grants where appropriate, e.g. Football Foundation funding for artificial pitches. Robust argument made to justify utilisation of Community Infrastructure Levy.</p>
<p>Revenue – Scheme is unable to generate required revenue to justify capital investment</p>	<p>Specialist leisure consultants have been appointed to produce a facility mix following extensive stakeholder engagement and market analysis – further analysis to be undertaken where required, including on interfaces with nearby facilities e.g. Clitterhouse PF. Review undertaken to account for impact of Covid-19. Experienced leisure operator(s) to be appointed to manage site, including marketing and community engagement.</p>
<p>Contractor procurement and Capital Cost – Council is unable to identify and appoint contractor(s) with sufficient ability to deliver construction/landscaping elements to programme and budget</p>	<p>Full market testing and procurement options analysis to be undertaken ahead of tender exercise, which will be supported by LBB procurement team and specialist consultants where required. Technical team to be appointed to support management of contractor and consultant performance throughout design and construction phases – governance arrangements to be established to support, including cost management processes. Required works and surveys to reduce groundworks risk to be identified and actioned.</p>
<p>Operator procurement and performance – Council is unable to secure partner able to manage and operate site effectively upon completion of development</p>	<p>Full market testing to be undertaken with support of specialist leisure consultants; specific workstream identified to manage process and necessary appointments. External support to be retained for support with contract establishment and management. Initial risk analysis of various management approaches undertaken as part of feasibility studies.</p>