



**WATFORD
BOROUGH
COUNCIL**

CABINET

11 November 2019

7.00 pm

Town Hall Watford

Contact

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Publication date: 1 November 2019

Cabinet Membership

Mayor	P Taylor	(Chair)
Councillor	K Collett	(Deputy Mayor)
Councillors	S Johnson, I Sharpe, M Watkin and T Williams	

Agenda

Part A – Open to the Public

1. **Apologies for absence**
2. **Disclosure of interests (if any)**
3. **Minutes of previous meeting**

The [minutes](#) of the meeting held on 7 October 2019 to be submitted and signed.

4. **Conduct of meeting**

The Cabinet may wish to consider whether there are any items on which there is general agreement which could be considered now, to enable discussion to focus on those items where the Cabinet sees a need for further debate.

5. **Statement of Community Involvement (Pages 4 - 54)**

Report of the Planning Policy Officer

This report outlines the issues, benefits and implications of adopting the Statement of Community Involvement.

6. **Cassiobury Footpath 30 (Pages 55 - 81)**

Report of the Group Head of Corporate Strategy and Communications

This report sets out the details of improving the cycle routes within Cassiobury Park, in particular Footpath 30.

7. Woodside Masterplan Update (Pages 82 - 243)

Report of the Head of Parks, Open Spaces and Projects

The report seeks approval to advance the project.

8. Notification of Exemption to Contract Procedure Rules Re: Service Desk and Network Services contracts (Pages 244 - 249)

Report of Group Head of Transformation

This report notifies Cabinet of the Managing Director's approval to an exemption to the Contract Procedure Rules relating to a one year extension of the ICT Service Desk and Network Services contracts.

9. Exclusion of press & public

The Chair to move: that, under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during consideration of the item there would be disclosure to them of exempt information as defined in Section 100(1) of the Act for the reasons stated below in terms of Schedule 12A.

Note: if approved, the Chair will ask members of the press and public to leave the meeting at this point.

10. Print and Post Contracts Award (Pages 250 - 256)

Report of the Group Head of Transformation

This report is considered Part B in accordance with Paragraph 2 of Part 1 Schedule 12A as it contains information which is likely to reveal the identity of an individual.

Agenda Item 5

Part A

Report to: Cabinet

Date of meeting: Monday, 11 November 2019

Report author: Planning Policy Officer

Title: Statement of Community Involvement

1.0 Summary

- 1.1 Every local planning authority is required to prepare and maintain a Statement of Community Involvement (SCI) under Section 18 of the [Planning and Compulsory Purchase Act 2004](#)¹, as amended.
- 1.2 The SCI sets out how Watford Borough Council will involve communities, local businesses and other stakeholders in the planning process. It will guide the council's approach to stakeholder engagement with the Local Plan and other planning policy documents, neighbourhood plans and Development Management decisions.
- 1.3 Watford's first Statement of Community Involvement was adopted in 2006 and has subsequently been revised. This document is the fourth revision of the SCI, although it is the first time the document has been completely redrafted since its original version.
- 1.4 This report outlines the issues, benefits and implications of adopting the SCI.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Changing government legislation	New national policy could require additional considerations and changes to the text	Update document with changes to national requirements	Treat	4
Changes to Council procedures	Changes to Council procedures could require additional	Update document with changes to Council procedures	Treat	4

¹ <https://www.legislation.gov.uk/ukpga/2004/5/contents>

	considerations and changes to the text			
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3.0 Recommendations

- 3.1 That Cabinet agree to adopt the Statement of Community Involvement to supersede the 2017 version of the document.
- 3.2 That Cabinet agree to delegate to the Head of Place Shaping in Consultation with the Portfolio Holder for Regeneration and Development the authority to make any minor changes to the document which may be required in the future.

Further information:

Vicky Hughes, Planning Policy Officer

Email: vicky.hughes@watford.gov.uk

Telephone Extension: 8616

Report approved by: Ian Dunsford, Planning Policy Section Head

4.0 Detailed proposal

- 4.1 The Statement of Community Involvement (SCI) is a document that seeks to set out how all members of the community can engage with the planning system, to become involved with local and neighbourhood plan-making and deciding planning applications. It has been updated to reflect changes in the ways we consult, including greater use of technology and social media. It also takes into account changes to national legislation.
- 4.2 Every local planning authority is required to prepare and maintain a Statement of Community Involvement (SCI) under Section 18 of the [Planning and Compulsory Purchase Act 2004](#)², as amended. A new version of the document has been prepared to support the New Watford Local Plan.
- 4.3 The updated SCI went out for public consultation between 19 July 2019 and 13 September 2019. This 6 week consultation was endorsed by the Planning Policy Advisory Group (PPAG) on 19 June 2019. PPAG also supported the document at this meeting.
- 4.4 A consultation statement has been provided as Appendix B of the report, which addresses the methods used to consult and the feedback received. Overall, there were three comments received, one of which supported the document and two of which commented that the respondents had no specific feedback. As a result, the document has not been amended since the consultation.

² <https://www.legislation.gov.uk/ukpga/2004/5/contents>

Main Changes to the Document

- 4.5 Watford's existing Statement of Community Involvement (SCI) was adopted in 2017. Since then, there have been changes to national legislation and guidance which need to be accounted for in the SCI.
- 4.6 The Neighbourhood Planning Act (2017) now requires SCIs to set out how councils will engage with communities and support neighbourhood forums in the process of making a neighbourhood plan. As this legislation was published after the adoption of the existing SCI, the current document currently contains no detailed information on neighbourhood plan making. The National Planning Policy Framework (NPPF) was also updated in February 2019 and the General Data Protection Regulations (GDPR) came into force in 2018. GDPR has considerably changed the way we collect and hold personal data as part of our consultation database. Collectively, these changes make the existing document out of date.
- 4.7 The updated version of the SCI takes into account these legislative changes. A section has been included on neighbourhood plans and how the community can get involved. References to the NPPF have been refreshed to link to the 2019 version. In terms of data protection, a statement has been added to the document to clarify that personal data will be held in line with GDPR. A link has been provided to the council's updated data protection policy.
- 4.8 It was also considered that the existing document does not fully capture the changing ways that the council now choose to consult on planning issues. Consultations on the New Watford Local Plan have maximised use of technology and social media to reach a broader demographic. This includes young people, who have traditionally been harder to reach. The updated document reflects how technology is being used to shape consultation.
- 4.9 The document has been written in a more accessible way, to explain rather than present the information.
- 4.10 An Equalities Impact Assessment (EIA) has been attached to the report as Appendix C to support the proposed SCI.

5.0 **Implications**

5.1 **Financial**

- 5.1.1 The Shared Director of Finance comments that there are no financial implications to this report.

5.2 **Legal Issues (Monitoring Officer)**

- 5.2.1 The Group Head of Democracy and Governance comments that the legal implications are contained in the report and appendices. It is a legal requirement to have a SCI.

5.3 **Equalities, Human Rights and Data Protection**

5.3.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

5.3.2 As this is a new document, an Equalities Impact Analysis (EIA) has been undertaken and is attached as Appendix C. The SCI is a document that aims to foster better understanding of the planning system and ensure that participation is widened. Therefore, it is considered that greater opportunity for all members of the community to get involved in the planning system could have a positive impact on human rights and issues relating to equality.

5.3.3 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report. The way the council uses personal information collected as a result of consultations on planning policy are set out in the SCI

5.4 **Staffing**

5.4.1 No additional resources required.

5.5 **Accommodation**

5.5.1 N/A

5.6 **Community Safety/Crime and Disorder**

5.6.1 N/A

5.7 **Sustainability**

5.7.1 N/A

Appendices

Appendix A - Statement of Community Involvement (2019)

Appendix B - Consultation Statement

Appendix C - Equality Impact Analysis

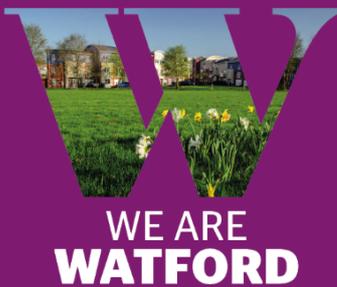
Background papers

The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

1. Statement of Community Involvement Consultation Document
2. [National Planning Policy Framework](#)

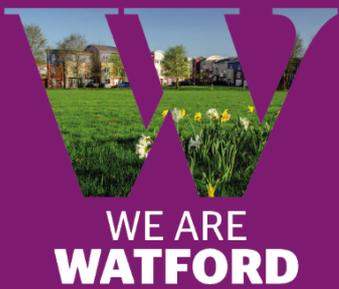
Watford Borough Council Statement of Community Involvement

November 2019



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What is the Statement of Community Involvement?

Planning affects us all. It helps to shape the places we live, work and play in.

As the local planning authority, Watford Borough Council has the responsibility of planning for the needs of a changing population, providing sustainable locations for housing, employment and recreational activities, whilst protecting the environment and those parts of the town with heritage value.

Agreeing the best way to do this can be difficult, requiring tough decisions about priorities. The [National Planning Policy Framework \(NPPF\) 2019](#)¹ states that the purpose of the planning system is to contribute to the achievement of sustainable development. This is within the context of managing development at a time where we face unique challenges, such as ambitious housing targets and the need to address the negative impacts of climate change. Planning is essentially about people and action at the local level can be effective in meeting these challenges. Today, planning is a process where everyone should have the chance to be involved in shaping the town's future, according with the council's vision of a bold and progressive future for Watford.

In this context, the Statement of Community Involvement (SCI) sets out Watford Borough Council's commitments to involving communities, local businesses and other organisations and stakeholders in the planning process. The statement will guide how we consult in the future and provide a benchmark against which community engagement will be measured.

All local planning authorities are required under Section 18 of the [Planning and Compulsory Purchase Act 2004](#)², as amended, to prepare and maintain a Statement of Community Involvement. Watford's first Statement of Community Involvement was adopted in 2006 and has been subsequently revised.

This Statement of Community Involvement accounts for updates in legislation and changes in the way that we wish to engage with the community. This includes the greater use of technology and social media as a way of reaching out to more residents, groups and organisations that have a stake in Watford's growth. The document will continue to be revised in the future as the most effective ways to consult evolves.

The Statement of Community Involvement covers both strands of planning (planning policy and development management) and sets out how both sections will seek to engage the

¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810197/NPPF_Feb_2019_revised.pdf

² <https://www.legislation.gov.uk/ukpga/2004/5/contents>

community. A wider overview of their work will be provided in Sections 2 and 4. The process of creating a neighbourhood plan is covered in Section 3.

Planning Policy

What is Planning Policy?

Planning activity at local government level is split into two functions: policy and development management.

Planning policy relates to long term plans and strategies that guide future development and protect particular sites or areas. This is mainly through the writing of a **Local Plan** (this process is further explained in Section 2.6).

However, there are limited issues that planning policies and the Local Plan have influence over. Some of the issues that planning policies can shape are:-

- The level of affordable housing in a new development
- The type of housing and the housing mix
- Cycle and car parking provision in new developments
- The protection of land for employment, retail, community or leisure uses
- Protection of parks and open space
- Allocating land for residential or commercial development
- Establishing policies for air quality, noise and contaminated land
- Flooding and energy efficiency policies

Issues regarding the road network, highways, public transport, schools and health facilities are not within the remit of Watford Borough Council as they are the responsibility of other administrative stakeholders. However, issues associated with these topics are regularly discussed through liaisons with the relevant providers and authorities.

The council's planning policies are required to follow the national guidance set out by the Government in the National Planning Policy Framework (NPPF).

What Does a Local Planning Authority Produce?

Local planning authorities produce a wide range of plans and documents to guide development in their administrative area. Some of the documents produced are shown in Figure 1. Some of the documents prepared are mandatory, while others are optional.

Figure 1: Planning Policy Documents



As shown in Figure 1, the local authority is required to produce a Local Plan. The Local Plan consists of statutory Local Plan documents and optional Local Plan documents (formally referred to as local development documents). These documents consist of:

- Core Strategy (strategic policies)
- Development Management policies
- Site allocations
- Proposals map
- Sustainability appraisal
- Area Action Plans (optional)

The **Local Development Scheme** sets out the timeframe for producing the Local Plan.

Supplementary Planning Documents (SPDs) are prepared to help implement policies in the Local Plan. They explain key parts of a policy, how it is to be interpreted and how applicants can ensure they submit applications that are compliant with the Local Plan. For example, the Watford Borough Council Residential Design Guide sets out how to formulate design proposals for new development to ensure high quality design.

Why Consult?

Inviting people and organisations to have a say in the decisions that affect them has a number of benefits, including:-

- The ability to gather local and specialist knowledge on specific sites and issues
- The opportunity to ensure that development is representative of the community and their aspirations for Watford
- Fostering a greater sense of community ownership in the planning process
- Ensuring an open and transparent system
- Improving understanding of the planning process

Consulting on planning decisions is an important theme of the National Planning Policy Framework which emphasises that early, proportionate and effective engagement between plan-makers and communities, local organisations, businesses, infrastructure providers and operators and statutory consultees is essential.

In some instances, local authorities are required to consult particular stakeholders. These organisations are called **specific consultation bodies** and are set out in [The Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)³, as amended. Other stakeholders the planning authority may choose to consult with, such as voluntary organisations, are called **general consultation bodies**. A list of these bodies is provided in Appendix A.

For cross boundary issues, the [Localism Act \(2011\)](#)⁴, as amended, places a **'duty to co-operate'** on local planning authorities and neighbouring boroughs, and various public bodies to work collaboratively on strategic issues. A list of these bodies is set out in Appendix A.

The planning authority welcomes public involvement in the planning process and encourages people and organisations to participate in public consultations. The council maintains a database of contact details of all those who wish to be updated on the progress of the Local

³ <http://www.legislation.gov.uk/uksi/2012/767/contents/made>

⁴ <http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>

Plan. Any person or organisation who would like to be involved in the Watford planning process, including the Local Plan, can request to be added to the consultee list by contacting:

Post: Planning Policy, Watford Borough Council, Town Hall, Watford, WD17 3EX

Telephone: 01923 278263

Email: strategy@watford.gov.uk

Where we have your details on our databases for consultation purposes, we will not give them out to anyone else, and only use them to contact you regarding planning policy matters. Your data is protected by the [General Data Protection Regulations](#) (2018)⁵. The [council's data protection policy](#) is available on our website.

The Principles of Consultation

To encourage public participation in consultations there are some overarching principles that will guide the council's approach. These principles have been developed to support a planning process that is inclusive of everyone's views and reflective of Watford's diverse community.

Consultation in Watford regularly attracts active participation from those with professional interest, such as planning consultancy firms and developers, and those of retired age. Whilst all opinions are valuable, the council recognises the need to widen participation and engage 'harder to reach' groups.

To maximise participation, we will:

- Use targeted means to enable participation from 'hard to reach' groups
- Make every effort to meet the requirements of the [Equality Act 2010](#)⁶
- Only use accessible venues for meetings and exhibitions
- Hold meetings and exhibitions in different venues around Watford and on different dates/times to make attendance convenient for all
- Write in plain English and avoid planning jargon
- Make alternative versions of any consultation document, such as large print, braille or translations, available on request
- Use a variety of consultation methods and media to make sure that all those who want to participate are able to be involved
- Make sure consultation material is accessible, engaging and interactive

⁵ <http://www.legislation.gov.uk/ukdsi/2018/9780111165782/contents>

⁶ <https://www.gov.uk/guidance/equality-act-2010-guidance>

- Ensure prior notification is given of all consultation dates
- Provide clear deadlines for consultation responses
- Provide a Freepost envelope for all written consultation
- Provide a consultation statement (although the nature of this may vary) which summarises the feedback received
- Consider and include the results of consultation, as appropriate, into our documents

How Will We Consult?

There are lots of different ways we can communicate with you. These may vary depending on what we are consulting on. We will try to use a diverse range of methods to get people involved, which are underlined below:

Webpage

As well as using the council's website, we will also use our own webpage to publicise some consultations.

The Planning Policy team have their own website to publicise issues related to the Local Plan, found at:

www.watfordlocalplan.co.uk

Any online surveys we may use to gather information will be found via either our website, or the council's website.



Public Notices and Press Releases

Depending on what we are consulting on, there may be requirements to publish public notices. This will often be done through site notices in visible locations and a public notice in the local newspaper (the Watford Observer). Other press releases may include:

- Interviews on local radio stations
- Press releases on the council's website
- Articles in local magazines, such as About Watford (sent to every household in the borough)



Staffed Exhibitions

We will sometimes hold staffed exhibitions as a way for you to meet the council's town planners and discuss the issues that are important to you.

Exhibitions are a useful way to share plans and proposals in an informal way, as well as to answer any questions you may have.

Workshops may also be used where appropriate.



Document Viewings

We will make any documents we are consulting on available to view in accessible locations. During periods of consultation, the documents will be available to view in the Town Hall and Watford's two libraries (Watford Central Library and North Watford Library).

We may also leave documents in venues where we are holding staffed exhibitions.



Social Media

Social media is a useful tool to engage with people of all ages from the comfort of their own home. Where possible, we will publicise consultations using:

- Facebook
- Twitter
- YouTube videos
- Other interactive web based applications



Other

Other ways we may choose to involve you are:

- Leaflet or letter drops to households
- Posters placed in visible locations such as notice boards in parks and open spaces, in bus shelters and town centre locations
- Emails/letters to those on our consultation database
- Officers attending meetings and forums (where resources allow)



The Watford Local Plan

How to Get Involved: The Local Plan

Local planning authorities must consult when preparing a **Local Plan**. The process of producing a Local Plan has many stages and involves consultation at different stages. The process of producing a Local Plan and the relevant regulations of the [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)⁷, as amended, are set out below. This section sets out how we will involve you at each stage. The preparation of a local plan takes about three years. The timetable for Watford’s New Local Plan is set out in the council’s [Local Development Scheme](#)⁸.

Pre-Production & Evidence Gathering

This stage is about collecting information to inform the plan, and identifying the “Issues and Options” for future growth in the borough.

⁷ <http://www.legislation.gov.uk/uksi/2012/767/contents/made>

⁸ https://www.watford.gov.uk/info/20168/planning_policy/861/watford_local_plan/6

What the council is required to do (Regulation 18):

- Send letters/emails to specific and general consultation bodies, alongside other non-statutory consultees regarding what the Local Plan should contain
- Invite representations on cross-boundary issues and strategic matters
- Consult on the Scoping Report for Sustainability Appraisal for a minimum of 5 weeks
- Publish a public notice

What the council will also do:

- Use the dedicated Local Plan website to host an online survey to gather information
- Host staffed exhibitions in different, accessible locations throughout the borough
- Publicise the consultation through use of social media, leaflet drops, posters, press releases, articles, interviews and public notices, as appropriate
- An “Issues and Options” document and the Sustainability Appraisal will be available to view in the Town Hall, the two libraries and other potential locations.

Draft Local Plan

The information gathered through the “Issues and Options” consultation is considered alongside other evidence bases that identify issues and opportunities in the borough, and in some cases the wider area. This might include an economic study, for example, which would inform the council about how much employment land we need to plan for. A local housing need assessment can tell the council what type of new homes are required in Watford.

Both sets of information are then used to shape the first draft Local Plan that includes emerging policies and site allocations. Consultation on the first draft Local Plan is informally referred to as “Preferred Options”.

What the council is required to do (Regulation 18):

The council is only required to consult once before the Plan is submitted as part of Regulation 18. However, to increase engagement we have chosen to consult on this stage to make sure that the process of making the Local Plan is as inclusive as possible.

What the council will also do:

The Preferred Options consultation will take a similar form to that of the consultation on Issues and Options. We will:-

- Send emails/letters to specific and general consultation bodies, alongside residents, business owners and other people on the consultation list to notify them of the first draft of the Plan
- Publish a survey or questionnaire on the Local Plan website to gather comments on the first draft Local Plan
- Host staffed exhibitions in different, accessible locations throughout the borough
- Publicise the consultation through use of social media, leaflet drops, posters, press releases, articles, interviews and public notices as appropriate
- Make a copy of the first draft Local Plan available to view in the Town Hall, the two libraries and other suitable locations

Publication of the Proposed Submission

At this stage, the Local Plan documents proposed for submission to the Secretary of State for examination are published. Any comments at this stage can only be related to the soundness of the Plan. This means whether the Local Plan has been **positively prepared**, and whether it is **justified, effective** and **consistent with national policy** (these terms are defined below in Table 2). This is the final draft and any changes to the Local Plan can now only be made through examination.

Table 2: Definitions of soundness (National Planning Policy Framework 2019)

Positively prepared	<i>‘Providing a strategy which, as a minimum, seeks to meet the area’s objectively assessed needs; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development’</i>
Justified	<i>‘An appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence’</i>
Effective	<i>‘Deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground’</i>
Consistent with national policy	<i>Enabling the delivery of sustainable development in accordance with the policies in the National Planning Policy Framework</i>

What the council is required to do (Regulation 19):

- Publish the final draft Local Plan and supporting documents for a minimum of 6 weeks
- Make hard copies of the Draft Local Plan available to view, with a copy also available online
- Send copies of the final draft Local Plan to general and specific consultation bodies and invite representations

What the council will also do:

- Publish the Plan on the dedicated Local Plan website, alongside a targeted online survey/questionnaire to invite representations on the soundness of the Plan
- Publicise the consultation through use of social media, press releases, articles, interviews and public notices, as appropriate
- Those on the consultation list will be notified by their preferred method

Submission

The Draft Local Plan and the representations received as part of the last stage of consultation are submitted to the Secretary of State. A planning inspector is then appointed.

What the council is required to do (Regulation 22):

- Make hard copies of the Plan and supporting documents available for inspection at the Town Hall
- Publish copies of all the appropriate documents online
- Notify those who have requested to be informed of submission by their preferred method (letter/email). Statutory consultation bodies must be notified.

What the council will also do:

- Provide notification of the submission through social media posts and advertisements in local press
- Add information on the Local Plan website and the council's website
- Make hard copies of the Plan available at other accessible locations in the borough

Independent Examination

The examination will be conducted by a planning inspector, who will consider whether the submitted Draft Local Plan is sound. The inspector may recommend modifications to the Plan to ensure its soundness and legal compliance.

What the council is required to do (Regulations 23 & 24):

- At least 6 weeks before the examination starts, publish on the council's website details of the date, time and venue of the examination, alongside the name of the appointed planning inspector
- Those on the consultation list, as well as those who have indicated that they wish to speak at the hearing, will also be notified of the relevant information via their preferred point of contact

Adoption and Publication of the Local Plan

The Draft Local Plan is amended to reflect the modifications recommended during the public examination and in the Inspector's Report. The Local Plan will then be adopted by a full council meeting.

What the council is required to do (Regulations 25 & 26):

- Produce an Adoption Statement to formally note the adoption of the Local Plan
- Publish the Local Plan, Inspector's Report and Adoption Statement and make it available to view online and at the Town Hall
- Send a notification of the adoption of the Local Plan to people who submitted representations during the preparation of the Local Plan or those who requested to be notified
- Make a copy of the adopted Local Plan and Sustainability Appraisal available for six weeks

What the council will also do:

- Publicise information regarding the adoption on the council's social media sites, as well as in local press
- Keep the Local Plan and council website up to date with the relevant information and documentation.

Supplementary Planning Documents

How We Will Involve You: Supplementary Planning Documents (SPDs)

Preparing a Draft Supplementary Planning Document

Although consultation plays an important role in the drafting of Supplementary Planning Documents, they are not subject to the same level of process as Local Plan documents. For example, there is no independent examination. The process of producing a Supplementary Planning Document and the relevant regulations of the Town and Country Planning (Local Planning) (England) Regulations 2012 are set out below. Supplementary Planning Documents normally take 6 months to 1 year to produce.

What the council is required to do:

- There are no specific legislative requirements for this stage

What the council will also do:

- The level of engagement will vary depending on the subject and scope of the Supplementary Planning Document. However, the council may choose to engage with relevant stakeholders on the topic. Members of the public may also be involved in preliminary discussions on the Supplementary Planning Document.

Publication of the Draft Supplementary Planning Document

What the council is required to do (Regulations 11, 12 & 13):

- Publish the Draft Supplementary Planning Document for consultation for a minimum of 4 weeks
- Make the Supplementary Planning Document available to view online and have hard copies available in the Town Hall
- Copies of the document should be sent to statutory consultees who may be affected by the publication of the Supplementary Planning Document

What the council will also do:

- Publicise the consultation on social media, the council website and in local press where possible and notify those on the consultation list
- Extend the consultation period past 4 weeks where appropriate

Adoption of the Supplementary Planning Document

A list of the council's current [Supplementary Planning Documents](#)⁹ can be found on the council's website (www.watford.gov.uk).

What the council is required to do (Regulations 12 & 14):

- Produce a statement summarising the representations made during consultation, the main issues, and how they have been addressed
- Publish the Supplementary Planning Document alongside an Adoption Statement. These are to be made available on the council's website and for inspection in the Town Hall
- Notify those on the consultation list of the adoption of the Supplementary Planning Document's

What the council will also do:

- Publicise the adoption of the Supplementary Planning Document on social media, the council's website and in local press where possible

Neighbourhood Plans

This section sets out Watford Borough Council's approach for providing advice and assistance to bodies who wish to produce neighbourhood development plans, neighbourhood development orders and modifications to neighbourhood development plans.

Neighbourhood planning provides communities with opportunities to shape the area in which they live. Watford has a responsibility to support groups preparing neighbourhood plans. The council recommends that any organisation wishing to set up a neighbourhood plan group should contact the Planning Policy team at strategy@watford.gov.uk for further advice.

Consulting on a Neighbourhood Plan

The council's Planning Policy team can provide guidance and advice throughout the plan making process. This is to ensure the neighbourhood plan is in line with the legislative requirements and that it conforms to planning policies set out in the Watford Local Plan. Table

⁹ https://www.watford.gov.uk/info/20168/planning_policy/860/supplementary_planning_documents

2 sets out the different stages of preparing a neighbourhood plan and how the council can support a neighbourhood group with the consultation process.

Table 2: Steps of consulting when preparing a neighbourhood plan

Regulation ¹⁰	Stage	What We Will Do
Regulations 6 and 9	Publicising a Neighbourhood Plan or Forum Application	<p>When applying to designate an area for a neighbourhood plan or forum a neighbourhood plan group will need to submit a map which identifies the area to be covered by the plan, a statement explaining why this area is considered to be appropriate, and a statement stating that the body submitting the application is a relevant body for the neighbourhood plan.</p> <p>We will assist in publicising the draft plan through posts on our website and social media accounts, alongside a public notice in the local press.</p> <p>We can also notify those on our consultation list.</p> <p>Copies of the plan will be made available for viewing at accessible locations, including the Town Hall.</p>
Regulations 7 and 10	Publicising the Designation of a Neighbourhood Plan or Forum Area	<p>Once designated, the local authority is required to publish details of the plan area.</p> <p>The same approach to publicity will be followed as set out for Regulations 6 and 9.</p>
Regulation 14	Publishing the Draft Neighbourhood Plan	<p>When the neighbourhood plan group have prepared a draft plan, it should be published for a minimum of 6 weeks. During this time, representations can be made on the content of the plan. We will publish the plan on our website.</p> <p>The council recommends submitting a copy of the draft plan to us before publication so that we are able to check its compliance with national and local policy.</p>

¹⁰ As per the [Neighbourhood Planning \(General\) Regulations 2012](#), as amended

		<p>We will assist in publicising the draft plan through posts on our website and social media accounts, alongside notices and articles in the local press (where possible).</p> <p>We can also notify those on our consultation list. Copies of the plan will be made available for viewing at accessible locations, including the Town Hall.</p> <p>It is the duty of the neighbourhood plan group to contact everyone on their database, including statutory consultees.</p>
Regulation 16	Submission of the final Neighbourhood Plan	<p>The final neighbourhood plan should be submitted to the Planning Policy team. The plan will then be published for a minimum 6 week consultation period. We will publish the plan on our website and provide copies for viewing at accessible locations, including the Town Hall.</p> <p>The council will then carry out the same consultation process as for Regulation 14, to publicise the Neighbourhood Plan.</p> <p>Following the consultation, the council will make a recommendation on whether the Plan should be submitted for examination or not.</p>
Regulation 17	Independent examination	<p>The council will assist in organising an independent examination of the neighbourhood development plan.</p> <p>The appointed Planning Inspector will either recommend that:</p> <ol style="list-style-type: none"> 1) The plan should move to a referendum 2) Following some minor amendments, the plan should move to a referendum 3) The plan should be refused <p>The council will publish the results of the examination on its website and social media accounts and arrange a public notice in a local newspaper.</p>

<p>Regulation 18</p>	<p>Referendum</p>	<p>In accordance with the Inspector’s recommendation, a referendum will then be held to decide on the future of the plan.</p> <p>Those eligible to vote include all those on the electoral roll within the neighbourhood plan area. Residents from adjacent neighbourhoods may also be invited to attend if the examiner has concluded that the Plan would directly affect them.</p> <p>The council will support a referendum by organising the vote in the same way that Watford Borough Council conduct local elections. We will also make further information on the referendum available online and in accessible public buildings within the neighbourhood plan area.</p> <p><i>If 50% or more of those present vote in favour of the plan, it will move forward to adoption.</i></p>
<p>Regulations 19 & 20</p>	<p>Adoption</p>	<p>Recommendation will be made to Watford Borough Council’s cabinet to adopt the plan. The plan can then be used to guide development and determine planning applications, alongside other statutory planning documents (such as the National Planning Policy Framework and Local Plan).</p> <p>Adopted plans will be published on the council website and made available for viewing at relevant public locations</p>

Joint Strategic Plan

A joint strategic plan can be undertaken collaboratively by two or more local authorities. Its objective is to identify key strategic issues in the defined area and set out a framework for these to be addressed.

South West Hertfordshire Joint Strategic Plan

The district councils of Dacorum, Hertsmere, Three Rivers, St Albans and Watford are working together to prepare the South West Hertfordshire Joint Strategic Plan. The Plan is likely to cover the period to 2050. This Plan will have its own Statement of Community Involvement setting out how people can be involved in the preparation of the document.

What the council will do:

- When the South West Hertfordshire Joint Strategic Plan is to be consulted upon, the council will advertise the consultation on its website and direct users to the webpage.

Development Management and Planning Applications

What is Development Management?

The Development Management team at Watford Borough Council are responsible for assessing planning applications against the strategies and policies set out in the Local Plan and the Supplementary Planning Documents. They provide advice on development proposals, determine a variety of applications for new development and provide advice to the Development Management committee (which consists of elected members).

Planning permission is required for certain types of development, some of which are subject to public consultation.

Types of application that are subject to public consultation are:

- Major cases (development of 10 dwellings or more)
- Minor cases (development of less than 10 dwellings)
- Householder applications
- Advertisement consent
- Listed building consent
- Material amendments to an application
- Changes of use
- Outline planning permission
- Removal of conditions attached to a previous permission

Certain types of application, however, are not subject to public consultation. These include:

- Works to trees in a conservation area
- Works to trees protected by a Tree Preservation Order
- Discharging conditions attached to planning permissions
- Non-material amendments to a planning permission

Applying for Planning Permission¹¹

If you have a planning proposal and wish to [apply for planning permission](#), this can be submitted online using the council's planning website (www.watford.gov.uk)

The process for submitting a planning application is set out in Figure 2.

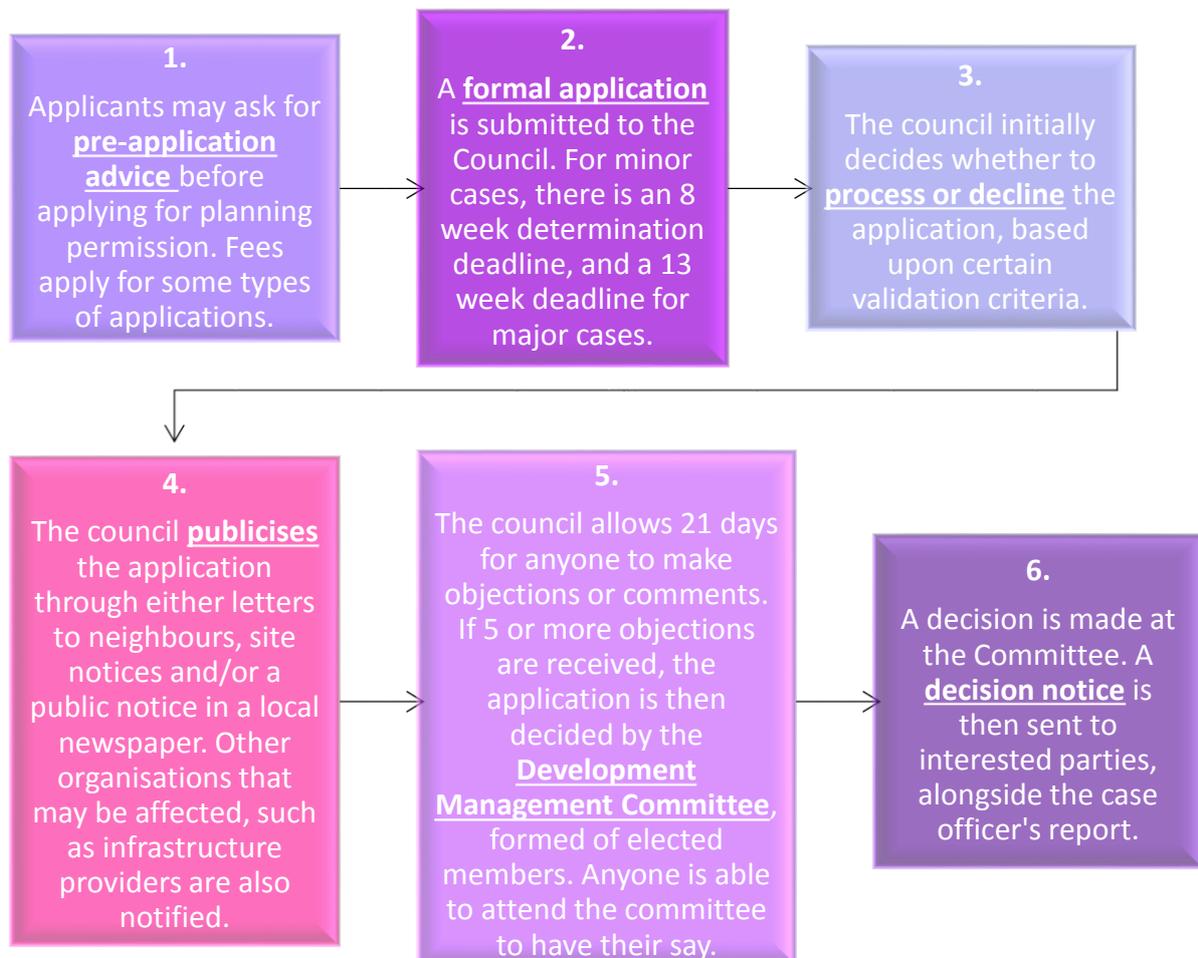


Figure 2: Process of applying for planning permission

¹¹ <https://1app.planningportal.co.uk/Form/StartPlanningApplication>

Pre-Application Advice and the Duty Planning System

Applicants may ask the council for pre-application advice prior to the submission of a formal planning application. This is more relevant for major applications. This approach is encouraged to provide early feedback about a policy to help improve its quality, ensure its compliance with planning policies and reduce the risk of delays once an application has been submitted. Meetings can also be arranged. [Forms to apply for pre-application advice](#)¹² are available on the council's website.

Fees apply and the council aims to respond to these enquiries within four weeks advising whether proposal requires permission, whether it is likely to be granted and, if necessary, how the design could be improved. A written summary of the advice will be provided as part of this service.

Any advice given by the Council in relation to pre-application enquires will be based on the case officer's professional judgement and will not constitute a formal response or decision of the council with regard to future planning applications. Although the pre-application advice may indicate the likely outcome of a formal application, no guarantees can or will be given about the decision that will be made on any such application, as applications are subject to wider consultation and publicity.

A pre-application enquiry is private correspondence, rather than being a formal application. Therefore, it will not be publicised nor will the public be consulted about it.

The council encourages developers to inform Councillors and members of the public of any major applications before a formal planning application is submitted. When planning applications are being prepared early engagement between applicants, the planning authority and local community about the emerging scheme is encouraged. The National Planning Policy Framework states that applications that can demonstrate early, proactive and effective engagement with the community should be looked on more favourably than those that have not.

Once a formal application has been made, the fact that there have been pre-application discussions also becomes a matter of public record. The Planning Officer's report at the formal application stage may refer to any pre-application advice received.

[Forms for pre-application advice](#) can be found on council's planning webpage (www.watford.gov.uk)

¹² https://www.watford.gov.uk/downloads/file/1674/preapplication_advice_application_form

For householder extensions and small scale changes to premises, advice from a **duty planning officer** may be more appropriate. The duty planner offers pre-booked 15 minute long appointments every Monday between 10am and 12.20pm. Appointments are available over a rolling 2 week period and can be booked by contacting our Customer Service Centre on [01923 226400](tel:01923226400).

How to Get Involved: Planning Applications

Planning applications will be publicised through site notices, an advertisement in a local newspaper and through letters to nearby residents.

Any member of the public may [make a representation on an application](#)¹³ by writing a letter, an email, or by commenting online via our planning application search on the Council website (www.watford.gov.uk).

Members of the public can search for current and historic planning applications using the [Public Access portal](#) on the council's website (www.watford.gov.uk)

A representation can be submitted to object to an application, support it or offer comments on it. Representations should normally be in writing, unless a disability makes this difficult in which case alternative arrangements may be made, such as by taking dictations.

Any comments received are part of a public record. This means that that comments will be made available to anyone who wants to read them. The Planning Officer's report will contain a summary of the objections or other comments received. If an application is refused, and an appeal is lodged with the Planning Inspectorate, the council will send copies of all the representations that were received to the Inspectorate. We will inform those people who responded to the consultation that the appeal has been lodged and that they can make further representations directly to the Inspectorate if they so wish.

As noted above, comments can be sent to the Council on planning applications. However, only 'material considerations' can be considered. These include:

- ✓ Government guidance and planning policies
- ✓ Comments from statutory consultees
- ✓ Amenity e.g. privacy, outlook, daylight, noise/light pollution
- ✓ Highway safety
- ✓ Nature, conversation and biodiversity
- ✓ Impact on adjacent land use
- ✓ Design

¹³ <http://pa.watford.gov.uk/publicaccess/>

- ✓ Human Rights Act
- ✓ History e.g. previous decisions and appeals

Matters that are not material to the application cannot be considered, as they are outside the powers of the planning system. These include:

- ✗ Loss of value
- ✗ Loss of view
- ✗ Viability
- ✗ Land ownership
- ✗ Competition
- ✗ Moral issues
- ✗ Restrictive covenants
- ✗ A change from a previous scheme
- ✗ History of the applicant

How to Get Involved: Development Management Committee

If a case receives 5 objections or more, it is reported to the Development Management Committee. A committee meeting will then be held one evening. This meeting is open for the members of the public to attend. The applicant, or their agent, may address the Councillors in support of the application. One representative of the objectors may also address them. This must be arranged in advance of the meeting with the council's Committee Officer. The Committee will make a decision after reading the Planning Officers' reports and listening to the speakers. They may agree with the recommendations made or not. If an application is refused, then the applicant or their agent has the right to appeal to the Planning Inspectorate. There is no right of appeal for members of the public. [Guidance on speaking at the meeting](#) is available on the council's website.¹⁴

The Committee Office is contactable at: legalanddemocratic@watford.gov.uk

Planning Appeals

The council will notify all people who made comments on the planning application if it is refused and an appeal is lodged.

¹⁴

https://www.watford.gov.uk/info/20017/councillors_and_decision_making/166/can_i_speak_at_meetings/3

Appendix A

General Consultation Bodies

- Voluntary bodies, some or all of whose activities benefit the Borough
- Bodies which represent the interests of different racial, ethnic or national groups in the Borough
- Bodies which represent the interests of different religious groups in the Borough
- Bodies which represent the interests of disabled persons in the Borough
- Bodies which represent the interests of persons carrying out business in the Borough

Specific Consultation Bodies

- Adjoining (and nearby) Local Planning Authorities (Dacorum Borough Council, Hertsmere Borough Council, St Albans City & District Council and Three Rivers District Council)
- The Coal Authority
- Electronic communication companies who own or control apparatus in the Borough
- Environment Agency
- Hertfordshire County Council
- Hertfordshire Valleys Clinical Commissioning Group
- Highways Agency
- Historic England
- Homes and Communities Agency
- Marine Management Organisation
- Natural England
- Network Rail
- Town and Parish Councils adjoining the Borough
- Utilities and service providers

Duty to Co-Operate

- Civil Aviation Authority
- Environment Agency
- Hertfordshire Local Enterprise Partnership
- Historic England
- Homes and Communities Agency

- Highways Authority
- Integrated Transport Authorities
- Marine Management Organisation
- Mayor of London
- Natural England
- Neighbouring Local Authorities and County Councils (Dacorum Borough Council, Hertsmere Borough Council, St Albans City and District Council, Three Rivers District Council and Hertfordshire County Council)
- Office of Rail Regulation
- Primary Care Trusts (Herts Valley Clinical Commissioning Group)
- Thames Water
- Transport for London

WATFORD BOROUGH COUNCIL

Statement of Community Involvement - Consultation Statement

1. Introduction

- 1.1 Watford Borough Council has prepared a new Statement of Community Involvement (SCI). The SCI sets out how the council will involve communities, local businesses and other stakeholders in the planning process. It will guide our approach to stakeholder engagement with the Local Plan and other planning policy documents, neighbourhood plans and development management decisions.
- 1.2 This consultation statement sets out the following information:
 - i. The persons the local planning authority consulted when preparing the SCI;
 - ii. The methods used to consult on the document;
 - iii. A summary of the main issues raised by those persons; and
 - iv. How those issues have been addressed in the SCI

2. Formal Consultation on the draft SCI

- 2.1 Public consultation of the draft SCI took place from Friday 19th July to Friday 13th September 2019. The consultation ran for 8 weeks instead of 6 to account for the summer holidays and to ensure that everybody had sufficient opportunity to participate in the consultation. A press notice was published in the Watford Observer on 19th July 2019 to notify the public of the consultation.
- 2.2 The document was uploaded for comment onto the Planning department's bespoke [consultation software](#). The webpage provided information about how comments could be made and the deadline for making representations. A copy of the draft document was also placed in the Town Hall reception for viewing.
- 2.3 Details about the consultation were uploaded onto the [council's main website](#) and also the [Local Plan website](#). Information was provided about what was being consulted on, where the document could be viewed and how and when comments could be made.
- 2.4 Emails were also sent to all those on the council's Planning Policy consultation database, including to statutory consultation bodies. The list of statutory and general consultation bodies who were consulted are listed in Appendix A.

3. Issues Raised in the Consultation

- 3.1 Appendix B identifies the responses received, the key issues identified by the named consultees and how the council addressed these issues.

Appendix A - Statutory and General Consultation Bodies (Organisations) Consulted

Abbots Langley Parish Council	London Borough of Hillingdon
Affinity Water	National Federation of Gypsy Liaison Groups
Aldenham Parish Council	NHS England
Broxbourne Borough Council	Marine Management Organisation
Cadentgas	National Grid
Campaign for Real Ale	Natural England
Centrica	Network Rail
Chiltern District Council	Office of Rail Regulation
Civil Aviation Authority	One YMCA
Croxley Green Parish Council	RSPB
Dacorum Borough Council	St Albans District Council
Defence Infrastructure Organisation	Stevenage Borough Council
Department of Transport	Thames Water
English, Welsh and Scottish Railways Ltd.	The Coal Authority
Environment Agency	The Theatres Trust
Friends of the Earth	Three Rivers District Council
Greater London Authority	Transport for London
Herts and Middlesex Wildlife Trust	UK Power Networks
Hertfordshire Constabulary	Vodafone and O2
Hertfordshire County Council	Watford Community Housing Trust
Hertfordshire Fire and Rescue Service	Watford Museum
Hertfordshire Local Enterprise Partnership	Watford Rural Parish Council
Hertsmere Borough Council	Welwyn Hatfield Borough Council
Herts Valleys Clinical Commissioning Group	WENTA
Highways England	West Herts Hospitals NHS Trust
Historic England	West Watford Community Association
Homes and Communities Agency	
Homes England	
London Borough of Barnet	
London Borough of Harrow	

Appendix B - Summary of issues raised in the consultation and how they have been addressed

The total number of submissions: 3

Name	Organisation	Summary	How addressed
Richard Carr	Transport for London	Supports Transport for London's inclusion in the document as a Duty to Cooperate organisation	Comments noted - no change to document required
Jacqui Salt	Natural England	Natural England supports early engagement in the planning process but otherwise has no comments on the document	Comments noted - no change to document required
Martin Wells	Hertfordshire County Council	No specific comment	Comments noted - no change to document required



**WATFORD
BOROUGH
COUNCIL**

Equality Impact Analysis

Title of policy, function or service	Statement of Community Involvement (2019)
Lead officer	Vicky Hughes
Person completing the EIA	Vicky Hughes
Type of policy, function or service:	Existing (reviewed) <input type="checkbox"/> New/Proposed <input checked="" type="checkbox"/>
Version & Date	21 October 2019 V2

1. Background

Every local planning authority is required to prepare and a Statement of Community Involvement (SCI) under Section 18 of the [Planning and Compulsory Purchase Act 2004](#)¹, as amended.

The Statement of Community Involvement for Watford sets out out how the council will involve its residents, communities, local businesses and other stakeholders in the planning process. It will guide our approach to stakeholder engagement on the Local Plan and other planning policy documents, neighbourhood plans and Development Management decisions.

Watford's first Statement of Community Involvement was adopted in 2006 and has, subsequently, been revised. This document is the fourth revision of the SCI and has been updated to reflect changes in the ways we consult with our communities, including greater use of online technology and social media. It also takes into account changes to national legislation.

Public Sector Equality Duty

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Statement of Community Involvement:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Statement of Community Involvement (2019) on the people in the groups or with the characteristics protected in the Equalities Act 2010.

These are:

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation

¹ <https://www.legislation.gov.uk/ukpga/2004/5/contents>

9. Marriage and Civil Partnership.

3. Engagement and consultation

Public consultation on the Draft Statement of Community Involvement took place from Friday 19 July to Friday 13 September 2019. The consultation ran for eight weeks instead of six to account for the summer holidays and to ensure that everybody had sufficient opportunity to participate in the consultation.

A copy of the draft document was placed in the Town Hall reception for viewing and a press notice was published in the Watford Observer on 19 July 2019. Details about the consultation were uploaded onto the council's main website and also the dedicated Local Plan website. Emails were also sent to those on the council's Planning Policy consultation database. This includes statutory consultation bodies and wider members of the public and community. Three organisations (Hertfordshire County Council, Natural England and Transport for London) responded to the consultation on the SCI. Natural England and Transport for London gave positive feedback, while Hertfordshire County Council had no specific feedback to make.

A Consultation Statement has been prepared which addresses the feedback and the methods used during consultation on the document.

No relevant equalities data was collected during this consultation to inform this EIA.

4. What we know about the Watford population

Overall, Watford has a diverse, relatively young population who live in a variety of household types across the borough but with a noticeably large number living in rented accommodation. Whilst it is a prosperous town, it does, like most areas, have pockets of relative deprivation.

The demographics and profile of the borough have an impact on how the council engages and involves its community. Recent engagement work has highlighted a high preference for social media as a channel for communication and feedback – which reflects the younger, diverse nature of our population. It is a good indication that the council needs to explore both traditional and emerging methods of involving our communities in decision-making.

Population

The current population of Watford is 96,800 (mid 2018 estimate). Government population growth estimates expect Watford to reach 100,000 by the end of 2025. From this date, it is expected to grow by about 500 people per year.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.

Ward level populations

Mid 2017 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059 (mid 2018 estimates are due for publication in October 2019 but were not ready in time for this analysis).

Ward	2017
Callowland	8,075
Central	9,201
Holywell	8,542
Leggatts	7,864
Meriden	7,944
Nascot	8,779
Oxhey	6,734
Park	8,731
Stanborough	7,488
Tudor	6,894
Vicarage	8,777
Woodside	7,646

This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2017)

Population projections

The 2016-based subnational population projections for local authorities are an indication of the future trends in population to 2041 – looking forward by 25 years.

- Watford's population is projected to be 99,400 by 2024 (the next five years) with the population reaching 100,000 in 2025 and 107,400 by 2041. This is lower than previous government projections (2014) but still a significant challenge for a borough of the size of Watford
- The bulk of the estimated % increase for Watford until 2041 is expected to stem from natural change - more births than deaths - with a small increase due to net migration within the UK and net international migration. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of residents within the child bearing age ranges.

Households

The average household size in Watford is currently 2.45. This is average for the Eastern region.

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2019 the figure was 39,052, reflecting the growth in housing in the borough over this time period.

Household size

The 2016 projections estimate that, between 2016 and 2041:

- Watford's average household size will decrease from 2.45 to 2.33
- England's average household size will decrease from 2.37 to 2.26

Household Composition

From the 2014 household projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

Sex / gender of population

In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant. Research tends to show males cycle more than females.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire. For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%).

Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014).

National insurance registration: Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

The statistics for 2019 – up to June 2019 – showed 2,141 registrations (the second highest in Hertfordshire). Of these: 661 of the registrations were from EU2 countries (Bulgaria and Romania) and 489 from South Asia. By comparison, EU8 countries had 192 registrations.

Language spoken at home: Other data sources, including school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Romanian, Gujarati, Pahari, Gujarati and Hindi.

Births and origin of parents: In 2018, nearly 60% (59.6%) of children born to Watford based parents, had one or both parents born outside of the UK, with 41.7% having both parents born outside of the UK. 52.3% of new mothers in Watford were born outside of the UK (1397 births in total, with 667 to mothers born in the UK and 73 born outside of the UK. Of these 252 mothers had been born in the Middle East and Asia and 257 in the ‘new’ EU countries – those that had joined since 2004, including Poland, Rumania and Bulgaria).

Age

The largest populations by age band in Watford in 2018 were:

- 35-39 (8,681)
- 30-34 (8,169)

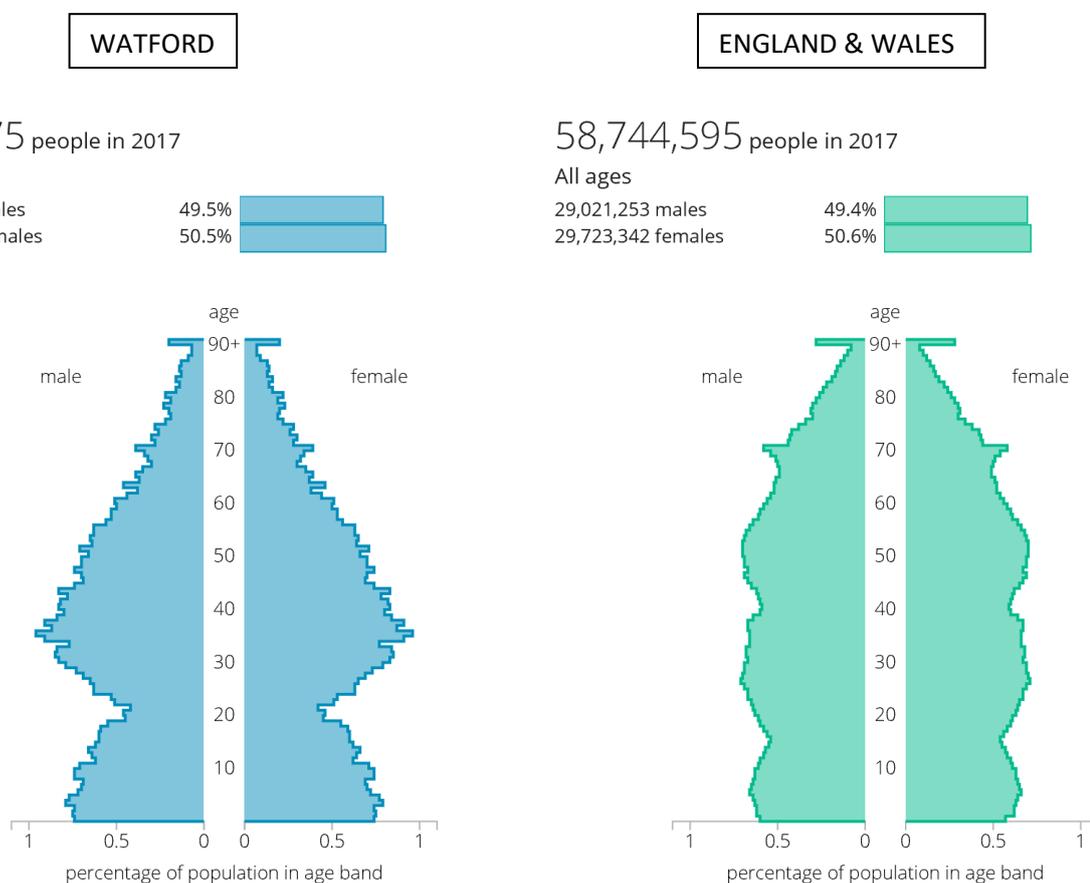
Age	Total
Age 0 - 4	7,108
Aged 5-9	7,082
Aged 10-14	6,247
Aged 15-19	5,194
Aged 20-24	4,820
Aged 30-34	8,169
Aged 35-39	8,681
Aged 40-44	7,445
Aged 45-49	6,756
Aged 50-54	6,315
Aged 55-59	5,325
Aged 60-64	4,296
Aged 65-69	3,467
Aged 70-74	3,132
Aged 75-79	2,285
Aged 80-84	1,861
Aged 85+	1,906

The numbers in each successive age-band fall progressively until there are estimated to be circa 7,000 who are 75+.

The average age in Watford in mid-2018 (ONS estimates) was 36.7. This is the second lowest in Hertfordshire after Welwyn Hatfield (35.9 years) but this would be expected given their student

population. This compares to 39.9 years for England and 41.6 years for the East of England.

The graphic below shows Watford’s population far more skewed toward 40 years and younger than England and Wales overall. Whilst single person households are increasing faster than households with families, there are a larger proportion of Watford residents in the ages where people are likely to be having families than in England and Wales overall.



Disability / Health

Around 85% of the population of Watford state that they have ‘good health’ and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment.

The 2018 NHS Health Profile’s summary conclusion is that the health of people in Watford is ‘varied’ compared with the England average. About 12% (2,300) of children live in low income families – this is an improvement on 2016 (14% / 2,700). Life expectancy for both men and women is similar to the England average, although life expectancy is 6.6 years lower for men and 3.4 years lower for women in the most deprived areas of Watford than in the least deprived areas.

The profile also shows that physically active adults (19 years +) is 68% for Watford compared to the England average of 66%. There has been a decrease from the 2017 profile in the percentage of adults classified as overweight / having excess weight from 60% to 55%, which is better than the England average of 61%. The percentage of obese children in Year 6 (aged 10-11) at 21% is significantly worse than in the 2017 Health Profile; the England average is 20%.

Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

Sexual orientation / Transgender

- In 2014, 1.6% of adults in the UK identified their sexual identity as lesbian, gay or bisexual
- The likelihood of an adult identifying as lesbian, gay or bisexual decreased with age. Around 2.6% of adults aged 16 to 24 years identified themselves as lesbian, gay or bisexual. This decreased to 0.6% of adults aged 65 and over

Watford currently has no specific data on the LGBT community within the borough.

Deprivation

The English Indices of Deprivation 2019 was published by the Government in September 2019, and updates the previous 2015 Indices, published in September 2015. The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods, called Lower-layer Super Output Areas, in England

The IoD2019 is based on 39 separate indicators, organised across seven distinct domains of deprivation which are combined and weighted to calculate the Index of Multiple Deprivation 2019.

The IoD2019 uses 39 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. These are weighted to calculate the Index of Multiple Deprivations (IMD) 2019. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI).

In the IMD 2019, Watford is ranked 195 out of 317 authorities, putting it in the 7th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2015.

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford than for other areas.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2019 are as follows:

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (1)	Central (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860 (009B)	5 (5)	1st (1st)	5055 (5005)	2nd (2nd)
2 (3)	Holywell (Caractacus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865 (011C)	21 (22)	1st (1st)	7239 (7800)	3rd (3rd)
3 (2)	Meriden (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876 (003D)	26(19)	1st (1st)	7924 (7590)	3rd (3rd)
4 (4)	Holywell (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866 (011D)	27 (30)	1st (1st)	8294 (9203)	3rd (3rd)
5 (7)	Woodside (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906 (001C)	61 (41)	1st (1st)	10719 (10062)	4th (4th)
6 (10)	Oxhey (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883 (012B)	62 (49)	1st (1st)	10758 (10710)	4th (4th)
7 (13)	Callowland (Maude Crescent, St George's Road, Breakspere Close, Nicholas Close)	E01023857 (006C)	67 (56)	1st (1st)	10894 (10812)	4th (4th)
8 (9)	Meriden (Gaddesden Crescent, Bovingdon Crescent, Garston Lane)	E01023877 (003E)	73 (75)	2nd (2nd)	11225 (11837)	4th (4th)
9 (12)	Leggatts (The Harebreaks, Chestnut Walk, Foxhill, Brushrise, Elm Grove)	E01023870 (004C)	78 (52)	2nd (1st)	11515 (10734)	4th (4th)
10 (5)	Stanborough (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891 (002B)	92 (31)	1st (1st)	11970 (9377)	4th (3rd)

MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making.

	Mosaic Code	Name	Description	Number of Household	2017 Watford %	2016 Watford %	Difference	Trend	Rank (last year)
1	J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4,045	12.5%	11.9%	0.6%		1
2	I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	3,321	10.3%	8.7%	1.6%		2
3	D14	Cafes and Catchments	Affluent families with growing children living in upmarket housing in city environs	2,499	7.7%	8.0%	-0.3%		3
4	D17	Thriving Independence	Well-qualified older singles with incomes from successful professional careers living in good quality housing	2,422	7.5%	5.4%	2.1%		7
5	M56	Solid Economy	Stable families with children renting better quality homes from social landlords	2,172	6.7%	6.4%	0.3%		6
6	J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	1,954	6.0%	7.0%	-1.0%		4
7	H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	1,550	4.8%	6.8%	-2.0%		5
8	B08	Premium Fortunes	Influential families with substantial income established in large, distinctive homes in wealthy enclaves	1,237	3.8%	3.2%	0.6%		10
9	I37	Community Elders	Established older households owning city homes in diverse neighbourhoods	1,128	3.5%	4.1%	-0.6%		8
10	I39	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1,099	3.4%	3.4%	0.0%		9

Watford's MOSAIC profile (2018)

5. How will the council ensure equality is promoted through the Statement of Community Involvement

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Statement of Community Involvement:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

A. Positive impacts

The SCI sets out how the council will involve communities, local businesses and other stakeholders in the planning process. The SCI seeks to widen community participation in the planning process, including the protected characteristics identified in the Equalities Act 2010. This is through the highlighting of all the potential ways to get involved and how engagement will be structured to ensure that nobody is excluded from participating. For example, the document sets out the key principles for consultation, which include providing translated, braille and large copy versions of all documents and holding all events in accessible venues.

The document also establishes varying methods of engagement to be used to ensure wider participation. Typically, younger generations prefer to engage using social media and the internet, whereas the elderly may prefer more traditional consultation methods including staffed exhibitions or online surveys. The SCI sets out the varying methods to be used to communicate with the community to ensure that nobody is excluded from participation.

The document itself has been designed to be relatively succinct to retain a person's attention span. It has also been written to explain rather than present the information. This has been done to foster a better understanding of the planning system and ensure that the document can easily be followed.

The Watford Borough Council website features browsealoud, which allows for translations into a large number of languages, speech and larger text. This enables the council to offer information and engagement in a way that addresses potential barriers, which could potentially discriminate, albeit unintentionally.

Through establishing a broad and comprehensive approach to consultation and engagement, the council is actively seeking to embrace all of its communities, reducing barriers and, by listening to all the feedback it receives, shape the town in a way that builds on the strength and cohesion of its diverse communities

B. Negative impacts

The analysis of the Watford population identifies the diversity of the borough. This analysis acknowledges that this diversity could mean that there are some parts of our communities who may find it harder to engage with the council on planning related issues, which would mean the outcomes / decisions might not reflect the town we are or the people we serve.

However, we do acknowledge that in order to meet our equalities duty, particularly around fostering good relations and eliminating discrimination we need to ensure our SCI not only sets out how we will ensure we achieve this but acts as a blueprint and standard for engagement that we regularly test our approach against.

Planning is a very complex issue and can be difficult for people to navigate and fully understand in terms of its impacts on individuals, communities and the borough overall. This could be because of language barriers, physical or learning disabilities or age. There are a number of practical steps that can be taken to address these issues, these could be through translation, working with groups or individuals that represent parts of our community or explaining policies and documentation face to face.

6. Overall conclusion

The SCI sets out a positive vision for stakeholder engagement in the planning process. The document itself has been written in an accessible style to explain the council's role in urban and regional planning. It also sets out how members of the community can get involved in planning decisions, from plan making to planning applications. This includes making provision for engaging 'harder to reach' groups. The SCI underlines the key principles to guide consultation to make sure that they are

inclusive and that everybody is able to participate - this would include holding all events in accessible venues to ensure that those with a physical disability are able to attend.

Consideration about how to make the document more accessible to those with hidden disabilities, including learning disabilities, should be explored.

Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
Explains every aspect of the planning process and sets out how the community can get involved at each stage of preparing a Local or Neighbourhood Plan, or making a development management decision.	All	<p>Officers to use the document as a guide to shape how communities can participate in the planning process.</p> <p>Ensure copies of the document are easily accessible and available so that any member of the community interested in participating can be informed about how to do so. This should include putting relevant information online so that the council's brousealoud service can be used to overcome some barriers to reading and understanding.</p>
Identifies the importance of different avenues of engagement to ensure that all members of the community have a chance to participate in the planning process. This includes the use of social media and the internet, but also more traditional forms of consultation such as letters, staffed exhibitions, online surveys and posters in public places.	All	Officers to ensure that a diverse range of engagement techniques are used to widen participation.
Sets out principles for good consultation practice that is inclusive and works to widen participation to 'harder to reach' groups. This includes making sure all venues used for events are accessible (including wheelchair and pushchair access). It also encompasses the provision of alternative versions of documents, such as translations or in braille, which should be provided upon request.	All	Ensure that the document is used by officers as a guide to shape future good practice for consultation.

Summary of potential negative impacts and ways in which they can be removed or mitigated

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
While the document directly refers to those with a physical disability, the document does not address hidden disabilities and those with learning difficulties who may wish to access the document	Disability	Upon request, the document could be explained to somebody should they want to come in

This EIA has been approved by:

Kathryn Robson

Date 21 October 2019

Part A

Report to: Cabinet

Date of meeting: 11 November 2019

Report author: Group Head of Corporate Strategy and Communications

Title: Improving connections for cycling in Cassiobury Park from Rickmansworth Road to the Hub (Footpath 30)

1.0 Summary

- 1.1 As part of Watford's ambitions to develop sustainable transport, one of the Elected Mayor's commitments, embedded into the Council's Corporate Plan, is to improve walking and cycling routes in the town to offer an appealing, practical alternative to private car travel.
- 1.2 The need to enhance the cycle routes within Cassiobury Park has been identified as part of this programme of improvements, in particular the route from Rickmansworth Road to the Hub and rustic bridge – Footpath 30 (F30) (see Appendix 1 for map). The refurbishment of F30 and granting permissive rights to cyclists along its length will support the launch of a new cycle hire scheme being delivered in spring 2020, and regulate cycling between these key features within the park
- 1.3 A project has been initiated to deliver the improvements to FP30, encompassing:
 - A review of options for FP30, including assessing feasibility and budgets
 - A review of best practice and advice from experts within the cycling field
 - Engagement with key stakeholders, including local residents
 - Engagement with the council's chosen bike share provider
 - A review of signage
 - Proposals for better information on considerate use of the paths in Cassiobury Park
- 1.4 The project has set a delivery date of the end of March 2020 to coincide with the launch of the bike share scheme.

2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response (Treat, tolerate, terminate, transfer)	Risk Rating (the combination of severity and likelihood)
Risk of not agreeing on a suitable / deliverable solution for linking Rickmansworth Rd to the Hub	<ul style="list-style-type: none"> - Delay to project - Risk to bike share scheme business plan - Disaffected stakeholders who are looking for a solution to the current situation 	<ul style="list-style-type: none"> - Thorough assessment and testing of options taking into account expert advice and stakeholder feedback - Present solutions to Cabinet 	Treat	(3 x 2) 6
Delay to the project so the cycle link from Rickmansworth Rd to the Hub is not delivered by March 2020	<ul style="list-style-type: none"> - Risk to bike share scheme business plan - Reputational damage to the council 	<ul style="list-style-type: none"> - Robust project planning and governance - Highlight risks / issues as they arise 	Treat	(3 x 2) 6
Project costs exceed budget	<ul style="list-style-type: none"> - Budget strain 	<ul style="list-style-type: none"> - Robust budget monitoring 	Treat	(3 x 2) 6

3.0 **Recommendation**

3.1 Cabinet is asked to:

3.2 Consider the engagement feedback, noting the concerns raised as well as the broad support for the proposals

3.3 Approve the option recommended in this report for FP30 - Option 4: Resurface and widen Footpath 30 with an asphalt surfacing solution

3.4 Agree that permissive rights be granted for cyclists to use FP30

3.5 Approve the recommendation to make the path a non-segregated, shared surface, with the promotion of considerate use by all users (supported by better signage and information within the park– see 3.7 below

3.6 Approve procurement of contractors to undertake detailed design and build of the scheme.

3.7 Note that an important element of the improvements will include better signage on the path and an information campaign on the safe shared use of FP30 and other shared paths within the park. The information campaign will be informed by best practice, including advice from Sustrans, the cycling and walking charity.

3.8 Once implemented, the project team will keep the path under review to monitor how effectively the improved shared surface is balancing the various user needs within Cassiobury Park.

Contact Officer:

For further information on this report please contact:

Kathryn Robson – Group Head of Corporate Strategy and Communications

Telephone extension: 01923 278077

Email: kathryn.robson@watford.gov.uk

4.0 Detailed proposal

4.1 Background

Watford has established a reputation as a town that welcomes and promotes cycling as a means of travel that not only reduces the reliance on the car but is also a great way for people to keep fit and healthy.

The Elected Mayor of Watford, Peter Taylor, made the delivery of a wider range of sustainable transport solutions a key manifesto commitment on being elected in 2018, with cycling at the heart of these solutions. This included the introduction of bike share for Watford, the refurbishment of Watford Cycle Hub and the improvement of the town's cycling network.

Early feedback from the borough's cycling community as well as the requirements of the bike share scheme to access popular destinations in the borough and optimise routes for cycling, identified Cassiobury Park as in need of a clearer, consistent approach to cycling.

4.2 Cycling in Cassiobury Park: FP30

Cycling in Cassiobury Park is currently confusing and unclear, particularly in relation to cycling from Rickmansworth Road to the Hub / rustic bridge. This is the route that cyclists would take if cycling to and from the town centre.

A number of paths in the park do allow cycling, either permissively or under the Cycle Act 1984, but Footpath 30 (FP30) – the main east / west arterial route through Cassiobury – does not. This path is poorly signposted and, because it directly connects some of the park's main attractions, it is regularly used by cyclists – although it is officially not permitted. This can, at times, lead to misunderstandings and confrontations between park users – currently around 2 million people use the park each year, including a significant number of cyclists.

Now however, with the need for sustainable transport alternatives becoming ever more pressing, it is proposed that permissive rights be granted to cyclists to use FP30. The park, as it currently stands, represents an effective 'no go' area of considerable size for cyclists and interrupts the town's cycle network, acting as a blocker to a cohesive and joined-up sustainable transport approach. It is also an important factor in the successful delivery of the new cycle hire scheme due to go live in spring 2020.

4.3 Options Appraisal

The council initiated a project to address the need to open up FP30 to cycling. Sustrans, the charity which promotes improvements to cycling and walking networks, was commissioned to support the development and design of options and subsequent concept design for the new path, bringing their experience and expertise and understanding of best practice.

Four initial proposals were explored:

1. Do nothing
2. Construct a separate, new path running parallel to FP30
3. Widen and segregate the existing path
4. Widen the existing path and make it shared use

These were also tested with the borough's Cycle Forum in July 2019. Option 4 was considered the best option in terms of both cost and conflict reduction, whilst also having minimum impact on the park's ecology and overall character. A concept design was developed on this basis.

4.4 **Concept design solutions**

A concept design was drawn up by Sustrans, offering three different solutions to the build of the refurbished path:

1. A resin bound aggregate path
2. Asphalt
3. Self-binding gravel

Resin bound aggregate – this proved the most expensive solution and would not be in keeping with the current aesthetic of the park. Like asphalt, it is a smooth surface, which is good for disabled users, but encourages high speeds in cyclists. Sustrans' suggestion of using alternative colour strips to slow cyclists would prove unpopular aesthetically and we do not believe it would offer sufficient results in speed reduction to warrant the impact on the visual amenity of the park. Given these considerations, we do not recommend this option.

Self-binding gravel – this is the most natural looking approach, but out of keeping with the park's aesthetic and costly to maintain. It is also a considerable barrier to disabled users and pushchairs. We do not recommend this option.

Asphalt – this is in keeping with the park's current aesthetic and also the most budget friendly option. Given that it is a 'like for like' material, there is the cost-saving option to resurface the existing path, without the need for excavation, and widen as results of topological surveys allow. This option is the easiest to deliver and offers the least risk in terms of deliverability, especially given the project's tight timeframes. It is also the most hard-wearing option with only a minimal maintenance plan and associated costs required. We are considering how best to use signage and street furniture in a way that does not encumber disabled users or maintenance vehicles in order to reinforce considerate and safe use of FP30.

4.4 **Concept Design Option Recommendation**

Given the information received in 4.3, asphalt is recommended for the following reasons:

- Most budget friendly option, with potential for further cost saving by resurfacing, rather than excavating, existing path and widening to either side.
- Offers least deliverability risk given tight timescales.
- Mitigates risk to go live of cycling scheme as of the 3 options this will be the quickest and easiest to deliver.
- Low maintenance costs.
- In keeping with current park aesthetic.
- Offers no obstacles to disabled users or maintenance vehicles.
- If at a later date for whatever reason the decision were to be taken to move to resin bound aggregate, this can be overlaid.
- Park user group feedback showed greatest support for this option, provided it were accompanied by comprehensive signage and appropriate information and education campaigns plus enforcement where behaviours are witnessed that do not comply with considerate and safe use

4.5 **Permissive Rights**

To officially allow cycling on FP30 there needs to be a legal process initiated. The project team recommends permission be granted via permissive rights as this gives the council the option to revoke cycle access at any time, for any reason, should there be a requirement to do so (i.e. In the case of shared use resulting in significant, evidenced cases of user conflict between cyclists and pedestrians).

Legal advice has been sought and it suggests that the process is relatively straight forward. FP30 will need to be clearly signposted as granting permissive rights to cyclists. In addition, the council can lodge a declaration with Hertfordshire County Council, acknowledging existing public rights of way over the land and indicating a lack of intention on the council's part to dedicate any other public rights over the land in question.

4.6 **Stakeholder engagement**

As the borough's most-used and best loved park, it is important to enable local people and parks users the opportunity to share their views on the proposals for FP30. Feedback received will help shape the final design for FP30 and the improved signposting of the route.

Face to face engagement

- **14 October – Park User Group meeting.**
The options appraisal and preferred concept design were presented. Broad support was received but clear message given on the need for appropriate signage and regulation of inconsiderate / inappropriate behaviour. The group felt it was important to see the proposal within the wider context of cycling within the park

- **22 October – Cycle Forum.** 21 attendees.
The options appraisal and preferred concept design were presented. Again there was general support for the proposal with agreement that the signposting and information element would be critical to ensure optimum sharing of the space and a reduction in current conflict
- **24 October – stakeholder drop-in session – Cassiobury Park Hub.** 17 attendees.
Responses from this group were more mixed, with three definite positions emerging: 1. in favour 2. not in favour 3. mixed views – primarily with concerns about the behaviour of some cyclists and the impact of this on safety and the ambiance of the park. Feedback was generally divided by the main reason people visit, and use, the park. Pedestrian views mainly fell into position 3. Some were supportive of cycling as long as it is responsible and speeds kept to a minimum, advocating considerate usage (possibly a pedestrian-priority approach) and wanting much clearer signage with the right messaging. Concerns were voiced about cycling speeds, especially in the area at the bottom of the hill near the Hub and paddling pools. Some opposed cyclists on the path altogether. Cyclists were largely in favour of the scheme, but on the whole did not support the idea of pedestrian priority, preferring an emphasis on people being actively encouraged to cycle considerately, prioritising the safety of other users. Their approach to signage was, therefore, more in favour of a 'share with care' message in keeping with the notion of a shared, non-segregated surface. Those expressing the strongest concern, and least in favour of the proposal, were dog walkers.
- **29 October – Disability Watford**
A representative of Disability Watford met the team to discuss the proposal; he also submitted feedback via email. There was acknowledgement that the current situation in the park is far from ideal for all users, including those with disabilities. Overall, he was in favour of a shared surface rather than a segregated path and felt dealing with this path should be an initial step in seeking to regulate cycling and shared use across Cassiobury as a whole.

Online and hard copy survey

138 responses were received. As for the drop-in session, views were mixed with strong objections registered to allow cycling on the path with equally supportive views for the proposal. Online there was more support for a segregated path than there had been in other engagement sessions. This could be because at the drop-in and Cycle Forum representatives from Sustrans were able to talk through why shared space is deemed to be safer and less open to conflict than segregated paths. Of the 138 responses received: 50% were in favour, 23%

were not in favour, 12% had mixed views and 18% were in favour of a segregated path rather than a shared path.

4.7 Next Steps

Procurement of contractor for detailed design and build phase

The project is now seeking to enter into negotiations with contractors for the design and build phase of the scheme. Given the tight timeframe the project is working to, and the relative simplicity of the design, we hope to appoint from the existing call-off framework. The contractor will be in place by mid-November to begin the detailed design ready for construction to start in January.

4.8 Monitoring and review

The project team will keep the shared path under review to ensure the objectives of the project are met.

5.0 Implications

5.1 Financial

The Shared Director of Finance comments that there is budget provision to deliver this project within the Capital Programme as part of the Cycle and Road Infrastructure Improvements programme.

5.2 Legal Issues (Monitoring Officer)

The Group Head of Democracy and Governance comments that by proceeding under permissive rights the council will need to ensure that the right to cycle along the footpath is prevented for at least 24 hours each year (i.e. the path is closed to cycling).

5.3 Equalities, Human Rights and Data protection

Officers have undertaken an equalities impact analysis (EIA) as this will be a change to the main path through Cassiobury Park. This is appended to this report (see Appendix 2). The EIA addresses the council's public sector equality duty under s149 of the Equality Act 2010 and is intended to assist the council to have due regard in the exercise of its functions to: eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act, advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it and foster good relations between people who share a relevant protected characteristic and people who do not.

5.4 Sustainability

This proposal forms part of a wider sustainable transport programme and will support our sustainable objectives and vision. The resulting desired modal shift to cycling will also help support our climate crisis pledge.

Appendices

Appendix 1: Cassiobury Park map

Appendix 2: Equality Impact Analysis



Points of interest

- 1 Tree sculpture. (The Owl Tree)
- 2 Rustic Bridge.
- 3 River Gade.
- 4 Nature Reserve.
- 5 Willow Banks.
- 6 Whippendell Wood.
- 7 Sports.

Planning your day

- 8 Café Cha Cha Cha.
- 9 Tea Pavilion Playground.
- 10 Paddling Pools.
- 11 Paddling Pools Kiosk.
- 12 Paddling Pools Playground.
- 13 Model Railway.
- 14 Bouncy Castle.

FOOTPATH 30

Nature reserve

Football & Cricket pitches

Watford Borough Council,
 Town Hall, Watford,
 Hertfordshire. WD17 3EX
 Telephone: 01923 278333
www.watford.gov.uk
leisureandcommunity@watford.gov.uk

Facilities in the park

- 15 Toilets
- 16 Car Park
- 17 Cycle paths
- 18 Watford metropolitan station



**WATFORD
BOROUGH
COUNCIL**

Equality Impact Analysis

Title of policy, function or service	Improving connections for cycling in Cassiobury Park from Rickmansworth Road to the Hub (Footpath 30)
Lead officer	Kathryn Robson
Person completing the EIA	Kathryn Robson
Type of policy, function or service:	Existing (reviewed) <input type="checkbox"/> New/Proposed <input checked="" type="checkbox"/>
Version & Date	20 October 2019 V1

1. Background

Watford Borough Council undertakes Equality Impact Analyses (EIAs) to assess the impact of its decisions and potential changes to service delivery on its communities. The EIAs have particular reference to the council's duties under the Equality Act 2010 as a public sector organisation and the potential impact on those members of our communities with a protected characteristic (or characteristics). Furthermore, the council is committed to advancing equality of opportunity, removing barriers to accessing services and fostering relations that support and enhance the diverse and cohesive communities of Watford and recognises the importance that the challenge and insight of a robust EIAs plays in achieving this.

Permitting cycling along Footpath 30 in Cassiobury Park

A report is to be presented to Watford Borough Council's Cabinet In November 2019. This report outlines proposals for change to allow cycling along the main arterial route through Cassiobury Park – known as Footpath 30. This EIA, therefore, considers these proposal in the context of the requirements of the Equality Act 2010 for the council to consider the following three areas:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

Overview of the proposals

i. Current situation

As part of Watford's ambitions to develop sustainable transport, one of the Elected Mayor's commitments, embedded into the Council's Corporate Plan, is to improve walking and cycling routes in the town to offer an appealing, practical alternative to private car travel.

Cycling in Cassiobury Park is currently confusing and unclear, particularly in relation to cycling from Rickmansworth Road to the Hub / rustic bridge. This is the route that cyclists would take if cycling to and from the town centre.

A number of paths in the park do allow cycling, either permissively or under the Cycle Act 1984, but Footpath 30 (FP30) – the main east / west arterial route through Cassiobury – does not. This path is poorly signposted and, because it directly connects some of the park's main attractions, it is regularly used by cyclists – although it is officially not permitted. This can, at times, lead to misunderstandings and confrontations between park users – currently around 2 million people use the park each year, including a significant number of cyclists.

ii. Proposals for change

The need to enhance the cycle routes within Cassiobury Park has been identified as part of this programme of improvements, in particular the route from Rickmansworth Road to the Hub and rustic bridge – Footpath 30 (F30). The refurbishment of F30 and granting permissive rights to cyclists along its length will support the launch of a new cycle hire scheme being delivered in spring 2020, and regulate cycling between these key features within the park

lil **Who has been identified as potentially being impacted by the proposals?**

- All park users residents both residents and visitors – these include – walkers / runners / joggers / cyclists / dog walkers
- Park stakeholders including sports clubs, café owners, Friends of Cassiobury Park

2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the proposals for changes to Footpath 30 in Cassiobury Park on the people in the groups or with the characteristics protected in the Equalities Act 2010.

These are:

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership.

3. Engagement and consultation

Face to face

Early engagement took place with cyclists (Cycle Forum) in July 2019.to test initial options for change. No equalities information is registered for those attending the Forum

Additional engagement events were organised for October 2019. Clearly the engagement with Disability Watford was to ensure the views of disabled people are considered as part of decision making, no equalities related information was collected as part of the other engagement sessions.

- **14 October – Park User Group meeting.** The options appraisal and preferred concept design were presented. Broad support was received but clear message given on the need for appropriate signage and regulation of inconsiderate / inappropriate behaviour
- **22 October – Cycle Forum.** The options appraisal and preferred concept design were presented. Again there was general support for the proposal with agreement that the signposting and education element would be critical to ensure optimum sharing of the space and a reduction in

current conflict

- **24 October – stakeholder drop-in session – Cassiobury Park Hub.** 17 attendees.
Responses from this group were more mixed, with three definite positions emerging: 1. in favour 2. Not in favour 3. Mixed views – primarily with concerns about the behaviour of some cyclists and the impact of this on safety and the ambiance of the park. Feedback was generally divided by the main reason people visit, and use, the park. Pedestrian views mainly fell into position 3. Some were supportive of cycling as long as it is responsible and speeds kept to a minimum, advocating a pedestrian-priority approach and wanting much clearer signage with the right messaging. Concerns were voiced about cycling speeds, especially in the area at the bottom of the hill near the Hub and paddling pools. Some opposed cyclists on the path altogether. Cyclists were largely in favour of the scheme, but on the whole did not support the idea of pedestrian priority. Their approach to signage was more in favour of a 'share with care' message in keeping with the notion of a shared, non-segregated surface. Dog walkers were those most not in favour of the proposal.
- **29 October – Disability Watford**
A representative of Disability Watford met the team to discuss the proposal; he also submitted feedback via email. There was acknowledgement that the current situation in the park is far from ideal for all users, including those with disabilities. Overall, he was in favour of a shared surface rather than a segregated path and felt dealing with this path should be an initial step in seeking to regulate cycling and shared use across Cassiobury as a whole **Online**

i. Survey on changes to Footpath 30

A short online survey was launched on 18 October for those unable to attend the 24 October session.

ONLINE SURVEY

IN FIELD: 18 October – 31 September 2019

RESPONSES: 138

Age profile of respondents

15 – 19 years	1%
20 – 24 years	1%
25 – 34 years	2%
35 – 44 years	11%
45 – 54 years	23%
55 – 64 years	25%
65 – 74 years	26%
75 years +	12%

Sex of respondents

MALE:	53%
FEMALE:	46%
NON-BINARY	1%

Ethnicity of respondents

The majority of respondents were White British (92%)

Health of respondents

No disability or health impairment	80%
Disability or health impairment that limits activity a little	15%
Disability or health impairment that limits activity a lot	5%

138 responses were received. As for the drop-in session, views were mixed with very strong objections registered to allow cycling on the path with equally supportive views for the proposal. Online there was more support for a segregated path than there had been in other engagement sessions. This could be that at the drop-in and Cycle Forum representatives from Sustrans (the walking and cycling charity who are supporting the council on this project) were able to talk through why shared space is deemed to be safer and less open to conflict than segregated paths. Of the 138 responses received: 50% were in favour, 23% were not in favour, 12% had mixed views and 18% were in favour of a segregated path rather than a shared path.

ii. Cycle Survey 2019

The council ran a comprehensive cycle survey in summer 2019. Of those responding, 54% could be classified as 'regular cyclists' in Watford – once a month or more. The DfT's Walking & Cycling Statistics suggests that in 2016/17 around 38% of people in Great Britain are regular cyclists.

Of those responding to Watford's survey:

Age profile

There was a relatively even split across the age profile of the regular cyclists with the most respondents in the 45 to 49 years age bracket. Interestingly, there was a high percentage of people between to ages 60 to 69 years who cycle regularly. The even split across all age brackets shows that cycling is a popular activity across the entire population.

Sex

Male: 68% Female: 24%

This mirrors national data which shows that cycling is still a predominantly male form of exercise / travel option.

Ethnicity

The majority of regular cyclists were White (79%) followed by Other White (5%). This reflects the national statistics from the DfT, which in 2016/2017, found that people who identified themselves as 'Mixed' and 'White Other' were more likely to cycle at least three times a week than any other ethnic group.

Health

Encouragingly 10% of regular cyclists stated they had health problem or disability which has lasted, or is expected to last, at least 12 months. This is slightly higher than the national data from 2016/17 – 8%.

4. What we know about the Watford population

Overall, Watford has a diverse, relatively young population who live in a variety of household types across the borough but with a noticeably large number living in rented accommodation. Whilst it is a prosperous town, it does, like most areas, have pockets of relative deprivation.

Cassiobury Park has over 2 million visits a year and we know it is extremely popular with Watford residents. We also know that cycling is a popular activity in Watford – and we hope to build on this with the launch of the bike share scheme in 2020. Therefore, whilst this EIA cannot conclude that every Watford resident visits or uses the park, we can safely conclude that what we know about our population should steer our analysis of equality impacts.

Population

The current population of Watford is 96,800 (mid 2018 estimate). Government population growth estimates expect Watford to reach 100,000 by the end of 2025. From this date, it is expected to grow by about 500 people per year.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.

Ward level populations

Mid 2017 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059 (mid 2018 estimates are due for publication in October 2019 but were not ready in time for this analysis).

	2017
Callowland	8,075
Central	9,201
Holywell	8,542
Leggatts	7,864
Meriden	7,944
Nascot	8,779
Oxhey	6,734
Park	8,731
Stanborough	7,488
Tudor	6,894
Vicarage	8,777
Woodside	7,646

This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2017)

Population projections

The 2016-based subnational population projections for local authorities are an indication of the future trends in population to 2041 – looking forward by 25 years.

- Watford's population is projected to be 99,400 by 2024 (the next five years) with the population reaching 100,000 in 2025 and 107,400 by 2041. This is lower than previous government projections (2014) but still a significant challenge for a borough of the size of Watford
- The bulk of the estimated % increase for Watford until 2041 is expected to stem from natural change - more births than deaths - with a small increase due to net migration within the UK and net international migration. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of residents within the child bearing age ranges.

Households

The average household size in Watford is currently 2.45. This is average for the Eastern region.

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2019 the figure was 39,052, reflecting the growth in housing in the borough over this time period.

Household size

The 2016 projections estimate that, between 2016 and 2041:

- Watford's average household size will decrease from 2.45 to 2.33
- England's average household size will decrease from 2.37 to 2.26

Household Composition

From the 2014 household projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

Sex / gender of population

In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant. Research tends to show males cycle more than females.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%). Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014).

National insurance registration: Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance

Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

The statistics for 2019 – up to June 2019 – showed 2,141 registrations (the second highest in Hertfordshire). Of these: 661 of the registrations were from EU2 countries (Bulgaria and Romania) and 489 from South Asia. By comparison, EU8 countries had 192 registrations.

Language spoken at home: Other data sources, including school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Romanian, Gujarati, Punjabi, Gujarati and Hindi.

Births and origin of parents: In 2018, nearly 60% (59.6%) of children born to Watford based parents, had one or both parents born outside of the UK, with 41.7% having both parents born outside of the UK. 52.3% of new mothers in Watford were born outside of the UK (1397 births in total, with 667 to mothers born in the UK and 73 born outside of the UK. Of these 252 mothers had been born in the Middle East and Asia and 257 in the ‘new’ EU countries – those that had joined since 2004, including Poland, Rumania and Bulgaria).

Age

The largest populations by age band in Watford in 2018 were:

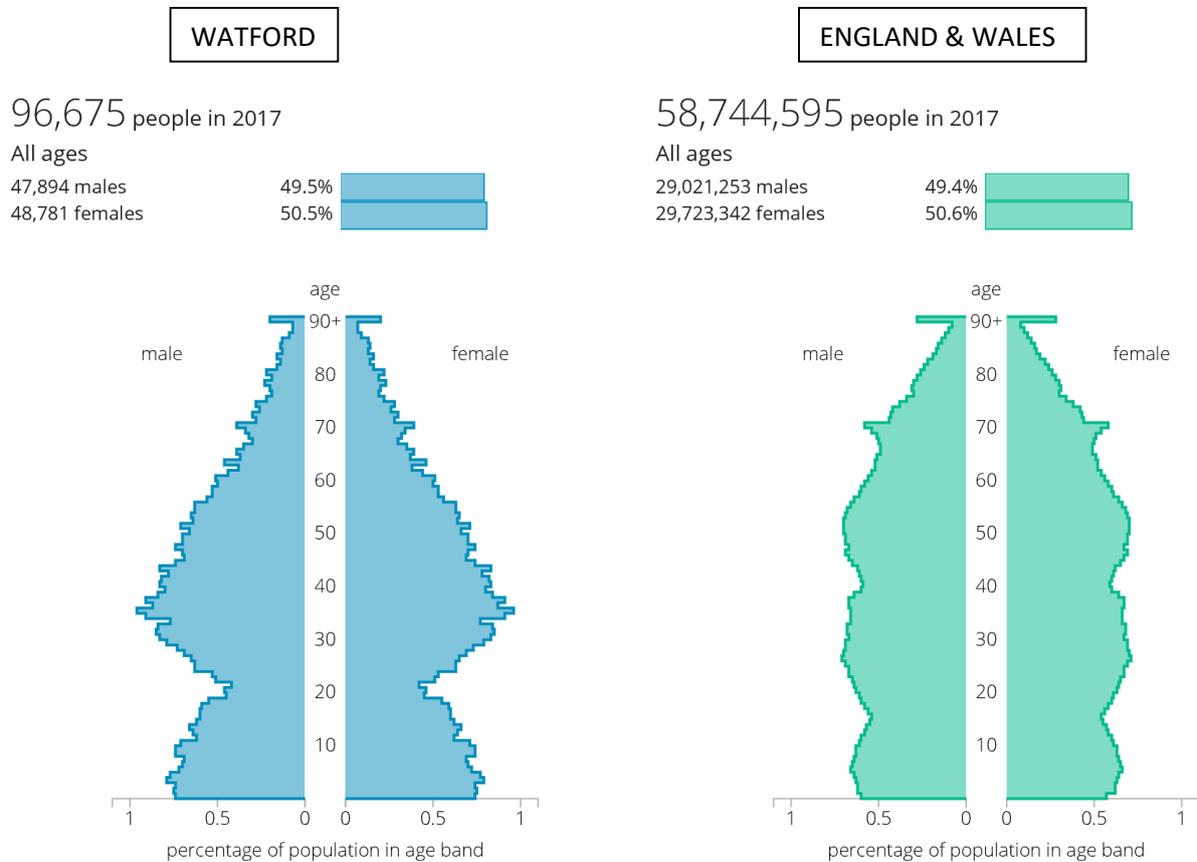
- 35-39 (8,681)
- 30-34 (8,169)

Age	Total
Age 0 - 4	7,108
Aged 5-9	7,082
Aged 10-14	6,247
Aged 15-19	5,194
Aged 20-24	4,820
Aged 30-34	8,169
Aged 35-39	8,681
Aged 40-44	7,445
Aged 45-49	6,756
Aged 50-54	6,315
Aged 55-59	5,325
Aged 60-64	4,296
Aged 65-69	3,467
Aged 70-74	3,132
Aged 75-79	2,285
Aged 80-84	1,861
Aged 85+	1,906

The numbers in each successive age-band fall progressively until there are estimated to be circa 7,000 who are 75+.

The average age in Watford in mid-2018 (ONS estimates) was 36.7. This is the second lowest in Hertfordshire after Welwyn Hatfield (35.9 years) but this would be expected given their student population. This compares to 39.9 years for England and 41.6 years for the East of England.

The graphic below shows Watford’s population far more skewed toward 40 years and younger than England and Wales overall. Whilst single person households are increasing faster than households with families, there are a larger proportion of Watford residents in the ages where people are likely to be having families than in England and Wales overall.



Disability / Health

Around 85% of the population of Watford state that they have ‘good health’ and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment.

The 2018 NHS Health Profile’s summary conclusion is that the health of people in Watford is ‘varied’ compared with the England average. About 12% (2,300) of children live in low income families – this is an improvement on 2016 (14% / 2,700). Life expectancy for both men and women is similar to the England average, although life expectancy is 6.6 years lower for men and 3.4 years lower for women in the most deprived areas of Watford than in the least deprived areas.

The profile also shows that physically active adults (19 years +) is 68% for Watford compared to the England average of 66%. There has been a decrease from the 2017 profile in the percentage of adults classified as overweight / having excess weight from 60% to 55%, which is better than the England average of 61%. The percentage of obese children in Year 6 (aged 10-11) at 21% is significantly worse than in the 2017 Health Profile; the England average is 20%.

Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

Sexual orientation / Transgender

- In 2014, 1.6% of adults in the UK identified their sexual identity as lesbian, gay or bisexual

- The likelihood of an adult identifying as lesbian, gay or bisexual decreased with age. Around 2.6% of adults aged 16 to 24 years identified themselves as lesbian, gay or bisexual. This decreased to 0.6% of adults aged 65 and over

Watford currently has no specific data on the LGBT community within the borough

Deprivation

The English Indices of Deprivation 2019 was published by the Government in September 2019, and updates the previous 2015 Indices, published in September 2015. The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods, called Lower-layer Super Output Areas, in England

The IoD2019 is based on 39 separate indicators, organised across seven distinct domains of deprivation which are combined and weighted to calculate the Index of Multiple Deprivation 2019

The IoD2019 uses 39 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. These are weighted to calculate the Index of Multiple Deprivations (IMD) 2019. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI).

In the IMD 2019, Watford is ranked 195 out of 317 authorities, putting it in the 7th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2015.

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford than for other areas.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2019 are as follows:

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (1)	Central (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860 (009B)	5 (5)	1st (1st)	5055 (5005)	2nd (2nd)
2 (3)	Holywell (Caractacus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865 (011C)	21 (22)	1st (1st)	7239 (7800)	3rd (3rd)
3 (2)	Meriden (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876 (003D)	26(19)	1st (1st)	7924 (7590)	3rd (3rd)
4 (4)	Holywell (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866 (011D)	27 (30)	1st (1st)	8294 (9203)	3rd (3rd)
5 (7)	Woodside (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906 (001C)	61 (41)	1st (1st)	10719 (10062)	4th (4th)
6 (10)	Oxhey (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883 (012B)	62 (49)	1st (1st)	10758 (10710)	4th (4th)
7 (13)	Callowland (Maude Crescent, St George's Road, Breakspere Close, Nicholas Close)	E01023857 (006C)	67 (56)	1st (1st)	10894 (10812)	4th (4th)
8 (9)	Meriden (Gaddesden Crescent, Bovingdon Crescent, Garston Lane)	E01023877 (003E)	73 (75)	2nd (2nd)	11225 (11837)	4th (4th)
9 (12)	Leggatts (The Harebreaks, Chestnut Walk, Foxhill, Brushrise, Elm Grove)	E01023870 (004C)	78 (52)	2nd (1st)	11515 (10734)	4th (4th)
10 (5)	Stanborough (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891 (002B)	92 (31)	1st (1st)	11970 (9377)	4th (3rd)

MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making.

	Mosaic Code	Name	Description	Number of Household	2017 Watford %	2016 Watford %	Difference	Trend	Rank (last year)
1	J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4,045	12.5%	11.9%	0.6%		1
2	I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	3,321	10.3%	8.7%	1.6%		2
3	D14	Cafes and Catchments	Affluent families with growing children living in upmarket housing in city environs	2,499	7.7%	8.0%	-0.3%		3
4	D17	Thriving Independence	Well-qualified older singles with incomes from successful professional careers living in good quality housing	2,422	7.5%	5.4%	2.1%		7
5	M56	Solid Economy	Stable families with children renting better quality homes from social landlords	2,172	6.7%	6.4%	0.3%		6
6	J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	1,954	6.0%	7.0%	-1.0%		4
7	H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	1,550	4.8%	6.8%	-2.0%		5
8	B08	Premium Fortunes	Influential families with substantial income established in large, distinctive homes in wealthy enclaves	1,237	3.8%	3.2%	0.6%		10
9	I37	Community Elders	Established older households owning city homes in diverse neighbourhoods	1,128	3.5%	4.1%	-0.6%		8
10	I39	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1,099	3.4%	3.4%	0.0%		9

Watford's MOSAIC profile (2018)

5. How will the council ensure equality is promoted through the proposed changes to Footpath 30 in Cassiobury Park?

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Statement of Community Involvement:

4. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
5. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
6. **foster** good relations between people who share a relevant protected characteristic and people who do not

A. Positive impacts

- Regulating cycling on Footpath 30 in Cassiobury Park will improve the visitor experience for all users. Whilst cycling is not currently officially allowed on Footpath 30 it does happen and, realistically, there is little in terms of enforcement that could be done to prevent this from happening 24/7, 365 days a week. The proposals will:

- Regulate use of Footpath 30 by:
 - Delivering a wider path which is able to better manage shared use – improving the experience of all users
 - Improve the surface of the path, which should be of benefit to all users but particularly those with certain disabilities (visual, mobility), anyone with mobility issues, age related infirmities and those with prams / pushchairs
 - Improved signage which clarifies that it is a shared use surface but with pedestrian priority – again this will be of particular benefit to those with certain disabilities (visual, mobility), anyone with mobility issues, age related infirmities, younger children who are less sure on their feet and more vulnerable to being knocked over
 - An information and engagement campaign to launch the change of use but also to continue
- As Watford’s main park, Cassiobury Park plays a vital role in fostering good relations within our community. It has a number of attractions that bring people together and the programme of events and activities within the park also encourages those who share a protected characteristic and those that don't to mix and share a common experience. By regulating Footpath 30 and make the proposed improvements the park will be easier to navigate and safer than at present.
- 7. A better, regulated path should encourage greater use by those who might currently find Footpath 30 difficult to navigate (those with disabilities / age related issues / parents with babies / toddlers / younger children which advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it

B. Negative impacts

The analysis of the Watford population shows the diversity of the borough and highlights a number of potential impacts the change to Footpath 30 could have on Watford residents and visitors to the park.

- People with disabilities
There has been significant considerations around the use of what has been termed as ‘shared space’ (with the recommendation not to use this term) but this has predominantly been in relation to town centres with the added complexity of cars and crossings. Regulating cycling by allowing cycling on Footpath 30 could have negative impact on those with disabilities. The council is seeking to address this through: widening the path, improving the surfacing, better signage and running an information and education campaign that confirms pedestrian priority.

Disability Watford were included in the engagement on the proposals and their views were fed into the final designs.

Additionally, the permissive rights that will be granted to enable cycling to officially take place on Footpath 30 can be rescinded if the council deemed it necessary to do so.

Recommendation:

It is recommended that Footpath 30 is kept under review to ensure that the shared approach is working for all parts of our community.

- Families with babies / toddlers / children
Like people with disabilities, there is a potential negative impact on those with caring responsibilities for babies /toddlers / children given the sharing of the surface. The mitigations outlined above would apply to these protected characteristics
- Older people
Older people with age related infirmities which might make it less easy to walk / see / hear on paths such as Footpath 30. The mitigations outlined above would apply to these protected characteristics

6. Overall conclusion

The changes to Footpath 30 has, as identified in this EIA, has both positive and negative impacts.

Overall, the council believes that the proposal to improve Footpath 30 in terms of widening and resurfacing alongside improved signage and better information and education on considerate cycling will deliver positive outcome for those with protected characteristics. As part of its public sector duty the council has identified where negative impacts might occur and has identified ways to mitigate them. Primarily, there are potential negative impacts arising from sharing the service because those walking / running will be sharing with cyclists. Experience and best practice shows that sharing services can lead to more considerate behaviours albeit that some people continue with behaving in a way that does not take other users into consideration. It has been introduced in a number of parks (e.g. London and Cambridge) where 'self-policing' is deemed to be the most effective way of enforcing considerate behaviour.

It is recommended the council keeps Footpath 30 under review, once open and assess any reports of issues and that the information and education programme that is proposed alongside the changes to the path is repeated regularly and reinforced through communications campaigns. This will also support more responsible cycling throughout the park and the borough as a whole.

Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
By encouraging greater use of the park by the Watford and wider community, the proposals to improve Footpath 30 will foster good relations between those with protected characteristics and those that don't	All	<p>Deliver the proposals to widen Footpath 30 and resurface it, supported by improved signage and an education and information campaign.</p> <p>Review impact of changes within the first year.</p> <p>Keep track of any complaints / incidents.</p>
An improved surface will make it easier for people with disabilities (e.t. those in wheelchairs), those with prams / pushchairs and those with	Disability Age (older and younger)	<p>Deliver the proposals to widen Footpath 30 and resurface it, supported by improved signage and an education and information campaign.</p> <p>Review impact of changes within the first year.</p> <p>Keep track of any complaints / incidents.</p>

Summary of potential negative impacts and ways in which they can be removed or mitigated

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
Some users might find the experience of the shared path less welcoming and safe	Disability Age (older and younger)	<p>Ensure signage is clear with regard to pedestrian priority</p> <p>Deliver the proposals to widen Footpath 30 and resurface it, supported by improved signage and an education and information campaign.</p> <p>Review impact of changes within the first year.</p> <p>Keep track of any complaints / incidents.</p>
Potential for more conflict and incidents on the shared path	All users Disability Age (older and younger)	

This EIA has been approved by:

Kathryn Robson..... Date 31 October 2019.....

Agenda Item 7

Part A

Report to: Cabinet

Date of meeting: Monday, 11th November 2019

Report author: Head of Parks, Open Spaces & Projects

Title: Woodside Sports Village - Masterplan update

1.0 Summary

- 1.1 In 2016, a report was considered by Portfolio Holders with regards to the proposed development at Woodside Playing Fields. The project was originally defined as part of the Sports Facilities Strategy which highlighted the potential to improve this site with a number of enhanced Sports Facilities. A number of initial opportunities were identified for the redevelopment of this area.
- 1.2 A significant amount of work has been completed including the development of a masterplan supported by a detailed budget cost estimate. Following consultation additional options were evaluated and a phased approach agreed. The evaluation of options are being progressed and approval is now required to advance the project and proceed to appointment of the design team for Phase 1.

2.0 Risks

- 2.1 A full project risk register has been undertaken and will be developed further as the project moves into implementation.

3.0 Recommendations

- 3.1 Cabinet to note the contents of this report and specifically the phased approach to executing the programme
- 3.2 To approve the masterplan
- 3.3 To approve the next stages and moving to the appointment of a design team for Phase 1.

Further information:

Paul Rabbitts X8250

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Report approved by: Alan Gough, Group Head of Service, Environmental & Community Services

4.0 Detailed proposal

4.1 Over the last 2-3 years, work has progressed on the proposals to develop Woodside Playing Fields as part of the adopted Sports Facilities Strategy. The strategy highlighted a number of options and included:-

4.1.1 Community Sports Pavilion – demolition of existing cricket pavilion and new build pavilion with Watford Town Cricket Club as the principal occupier, but shared with others (note the shared option is no longer being pursued), changing facilities for football and other sports, social facilities, meeting space, office accommodation.

4.1.2 Redevelopment of the depot area – which is locally listed with relocation of the parks depot offsite. To incorporate essential improvements to the Watford Boxing Club premises, and accommodation of other potential users in the courtyard to create facilities that are community focussed - including catering facilities

4.1.3 Floodlit 3G football pitch – full size (no longer being pursued as not considered viable)

4.1.4 Options that have been evaluated, and discarded as not being viable have included; provision of a full size - Floodlit 3G football pitch, cycling velodrome, indoor tennis centre and 'youth zones'.

4.1.5 Car parking enhancements

Alternative use for the Indoor Bowls facility has been an ongoing consideration in light of their lease expiration (since extended with a 2 year break clause), rent arrears issues and falling member numbers. A recent study by SLC Consulting indicated that there is sufficient indoor and outdoor Bowls provision within Watford for this aspect of the sport to be a lesser priority when considered against future sports/leisure/physical activity opportunities for all age groups that the site or the building could support.

A number of options have been considered for future use of the indoor bowls including an indoor activity centre as a possible extension to the Woodside Leisure Centre facilities. The indoor bowls club were granted a new tenancy with 15 year term from July 2019 that that the Council can terminate after 2 years under a break for redevelopment purposes. However when exercising this break compensation will be payable to the Club.

In 2018, SLC Consulting with Southern Green Landscape Architects were appointed to develop the Masterplan in greater detail with costings firmed up, develop proposals in greater detail and to undertake consultation with stakeholders on the site.

A RIBA Stage 2 masterplan (appendix A and B) has been drawn up for Woodside Playing Fields to include:

- The development of a new Community Sports Hub to provide modern facilities for cricket, football and boxing and a new multi-purpose community hall;
- Full refurbishment of the existing depot buildings as part of the new Community Sports Hub together with the provision of a new park café, Ranger's office and outdoor courtyard for café seating and events;
- Four separate options for a complementary alternative use of the indoor bowls centre designed to generate much-increased participation in physical activity, particularly by children and young people, based upon a needs analysis and knowledge of the local market;
- Additional outdoor activities including adventure golf, high ropes course and enhanced toddler and junior play areas to help create a destination site and encourage longer visit duration;
- Additional parking based on a Traffic, Parking and Assessment Study allowing for increased throughput to the site as a result of the facility developments; and
- Improved pedestrian access and signposting throughout the site to create a more coherent visitor journey.

The recommendations arising from the masterplan and feasibility study were as follows:

- The Council should adopt the proposed masterplan to include all development proposals including Option 4 repurposing the indoor bowls club building as a multi-use activity centre;
- The Council should use the adopted masterplan as the basis of further consultation on the proposed developments with key identified stakeholders including Watford Town Cricket Club, Watford Boxing Club, regular football users, SLM and Veolia;
- The Council should consult further with SLM to agree the final facility mix and business plan for the multi-use activity centre;
- The Council should develop a funding strategy to explore options for delivery of the proposed masterplan; and
- The Council should consult with selected stakeholders regarding future potential management models including the option of forming a new Community Sports Association.

The Council's Cabinet met in June 2018 to review the draft masterplan and approved the further development of the outline proposals including detailed and wider consultation with stakeholders and the wider public. SLC were subsequently appointed to manage the consultation on behalf of the Council.

In October 2018, SLC completed a consultation exercise (Appendix C) on the draft masterplan which summarised the following:-

- a) The consultation exercise was developed in partnership with the Council and delivered through a combination of face to face meetings, email correspondence and telephone discussions with identified occupiers and stakeholders and through drop-in sessions and an online questionnaire promoted to the wider public through the Council's website and social media channels.
- b) Resident clubs on the site including the cricket, boxing and athletics clubs are supportive of the overarching principle of the masterplan to develop a strategic sports hub. Other key occupiers of the site including the Council's leisure operator, SLM and grounds maintenance contractor, Veolia also welcome the proposals.
- c) The proposals are welcomed by Hertfordshire Football Association and the England and Wales Cricket Board but opposed by the England Indoor Bowls Association due to the proposed removal of the indoor bowls centre.
- d) Sport England supports the principle of developing a strategic sports hub in accordance with the Council's Sports Facilities Strategy but would like evidence to justify the need for the proposed alternative use of the indoor bowls centre and to better understand whether the anticipated benefits of such facilities would outweigh the impact associated with the loss of indoor bowls.
- e) Consultation with local gymnastics and performing arts clubs has revealed strong demand for additional indoor space and a lack of suitable alternative facilities. This feedback supports the proposed alternative use of the indoor bowls centre.
- f) The online questionnaire generated 448 responses, with a high level of engagement from residents within 15 minutes of the site (68% of responses).
- g) The results of the online questionnaire show a positive response from the general public to the draft masterplan proposals with 59% of respondents being either supportive or very supportive compared to 24% being unsupportive.
- h) There is of course opposition to the draft masterplan from members and supporters of Watford Indoor Bowls Club. This was manifested most clearly through feedback provided at the public drop-in session at Woodside Leisure Centre.

4.2 Throughout 2019, further work has been considered and the masterplan continues to evolve following the departure of Owls Bowls Club in March 2019.

A further opportunity was that British Cycling expressed an interest in working with WBC towards the development of a 1km closed road circuit at Woodside, aimed at the competitive and club sector as well for purely recreational use. British Cycling advised that this facility would qualify for their Places to Ride grant programme which can fund up to 50% of the capital investment subject to meeting criteria and specialist design requirement. Development of this proposal was progressed. However it would require a 700m x 6m width closed loop cycle track which would have had significant knock-on implications for other external facilities proposed, such as the adventure golf and high ropes activity requiring careful consideration for the siting of these facilities as well as a major impact on the character of the wider site with what in essence was a 6m wide road around the site. Given the capital cost would be circa £1.8m, with , limited revenue earning potential and environmental and amenity impact, this proposal is not a preferred option.

In February 2019, Council approved a capital budget for the following years:-

2019/20 - £1,000,000

2020/21 - £6,000,000

2021/22 - £2,150,000

To date, £70,000 has been expended on the project, related to fees, survey work and consultation. This forms part of the overall budget above.

5.0 Timescales, Phasing and Current Programme

The 18th July Programme Management Board agreed the following phased approach to the development:

Phase 1 - cricket club + boxing club + changing rooms + community café + parking

Phase 2 – remaining external activities and development of the Indoor and outdoor Bowling Club space + parking

Subject to Cabinet approval, the next stages will involve the appointment of a multi-disciplinary design team to move Phase 1 of the project forward to detailed design and firm costs.

Phase 2 will be subject to further work to select leisure activities that are a good fit for the site, market testing for alternative leisure uses, and agreement on the final outcome of discussions with other potential partners. An updated timetable will be developed once this aspect is more certain.

6.0 Implications

6.1 Financial

6.1.1 The Shared Director of Finance comments that there is existing capital programme provision for Woodside and any changes to this existing approval will be brought forward through the normal budget monitoring process. Any additional costs will need to be considered as part of the normal budget process.

6.2 Legal Issues (Monitoring Officer)

6.2.1 The Group Head of Democracy and Governance comments that any procurement will need to comply with the Council's procurement rules. If this is subject to a cabinet decision it is premature to appoint a design team now.

6.2.2 The Head of Legal Services comments that any Landlord and Tenant issues obligations should be complied with when and if Tenants/Occupiers are asked or vacate the land. In addition any planning controls are complied with if locally listed buildings are impacted.

6.3 Equalities, Human Rights and Data Protection

6.3.1 Having had regard to the council's obligations under s149, it is considered that the works will not affect any issues related to equalities or human rights. However, an EIA will be developed as part of the process in appointing the design team and developing the detailed design.

Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

6.4 Staffing

6.4.1 Not applicable

6.5 Accommodation

6.5.1 The project will impact on a number of properties at Woodside as highlighted in the appended summary from SLC Consulting.

6.6 Community Safety/Crime and Disorder

6.6.1 There are no implications.

6.7 Sustainability

6.7.1 The appended report highlights the opportunities for restoring a low grade facility and ensuring long term sustainability of a council facility involving a number of stakeholders. All works to buildings will be carried out using the latest technology and innovation with regards to sustainability.

Appendices

- Appendix A – SLC Masterplan Report
- Appendix B – Southern Green Masterplan
- Appendix C – SLC – Summary of Consultation

Background papers

- See appendices



STRATEGY
FEASIBILITY
PROCUREMENT

Woodside Playing Fields Masterplan and Feasibility Study

Watford Borough Council

May 18



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EXECUTIVE SUMMARY

1. The Sport, Leisure and Culture Consultancy (SLC) has been commissioned by Watford Borough Council to develop a masterplan and feasibility study to explore options for the provision of new sport and leisure facilities at Woodside Playing Fields in north Watford. SLC is a specialist adviser supporting local authorities and other organisations in developing strategic and sustainable solutions for leisure and cultural facility developments.
2. The masterplan and feasibility study will contribute to the delivery of the Council's Sports Facilities Strategy 2015-25 by developing a strategic sports site at Woodside Playing Fields.
3. The site currently provides a wide range of sport and leisure facilities including:
 - Woodside Leisure Centre and Athletics Stadium
 - Indoor bowls centre and outdoor bowls green
 - Artificial turf pitch
 - Adult and junior grass football pitches
 - Cricket pitches and cricket pavilion
 - Boxing gym and football changing rooms located within a remaining stable block of the former Victorian manor house, Woodside Lodge.
4. It is home to Watford Harriers Athletics Club, Watford Town Cricket Club, Watford Boxing Club, Watford Youth Sports Football Club, Watford Indoor Bowls Club and Owls Bowls Club.
5. Despite the strong role that the site currently plays in providing sports facilities for a variety of local clubs, there are a number of weaknesses with the condition of the existing buildings, how they are used and how they relate to each other. The site is characterised by a collection of different facilities operating in isolation, it lacks co-ordination and has no clear identity.
6. There is a reasonable level of existing use of the grass football pitches and high levels of use of the cricket pitches, particularly the main cricket square used exclusively by Watford Town Cricket Club. These pitches will need to remain and it is anticipated that use of the football pitches will increase as a result of improved ancillary facilities and increased site appeal.
7. A thriving boxing club occupies areas within the existing depot building and the club are undertaking works to extend the facilities to meet demand. Consultation has shown that they wish to remain on site.
8. Watford Indoor Bowls Club, experienced a decline in membership since its peak in 1991 and the Council wish to explore options for alternative use of the building as part of the masterplan.
9. SLC's supply and demand analysis has shown good market potential for a range of alternative uses for the indoor bowls centre based on local demographics and supply of competing facilities. These include a trampoline park, indoor activity centre, climbing centre and gymnastics centre.
10. The supply and demand analysis also demonstrated good market potential for complementary outdoor facilities including adventure golf and a high ropes course.

11. Consultation with the Hertfordshire FA together with a supply and demand analysis has revealed that there is demand for a 3rd Generation (3G) artificial turf pitch (ATP) on site, but this should be provided by resurfacing the existing non-3G ATP with a new 3G surface. There is not enough evidence to support an additional 3G pitch on Woodside Playing Fields as well as the resurfaced one. Although there is not currently sufficient demand for a new additional 3G ATP, it remains a longer-term option for the site depending upon any future growth in demand.
12. Based on SLC's needs analysis including an assessment of supply and demand, a recommended facility mix for the Woodside Playing Fields Masterplan has been identified. The facility mix is designed to meet current and future demand for facilities and provide the Council with a sustainable long-term solution for Woodside Playing Fields.
13. The recommended facility mix taken forward to design development, costing and business planning includes:
 - Community Sports Hub – to provide core facilities for cricket, football and boxing clubs and space for community use throughout the week
 - Park Café and Ranger's office
 - Alternative use of Indoor Bowls Centre Option 1 – Trampoline park
 - Alternative use of Indoor Bowls Centre Option 2 – Indoor activity centre
 - Alternative use of Indoor Bowls Centre Option 3 – Gymnastics centre
 - High ropes course
 - Adventure golf
 - Enhanced play area and sensory garden.
14. SLC and its associate team of architects and landscape architects has developed RIBA Stage 2 designs for each of the proposed facility developments which combine to meet the Council's brief to create a new Strategic Sports Site at Woodside Playing Fields.
15. For the Community Sports Hub and ancillary facilities, this has involved careful consideration of the setting and configuration of existing buildings and skilful design to inject new life into the old buildings, whilst protecting and enhancing their historic character. This is combined with striking new build elements to create a sympathetic blend of old and new, an approach which has received a positive initial response from planners and the Conservation Officer.
16. The design development of alternative uses for the indoor bowls centre has been restricted by the height of the existing structure. With no viable method of modifying the building to increase the height, the three identified options would require replacing the existing building with a new build.
17. In view of the additional costs associated with the requirement for a new build, SLC has designed a fourth option in consultation with the Council's leisure operator, SLM and the project team. This option seeks to provide a lower cost alternative to a new build by reconfiguring the existing structure to provide a series of multi-use activity spaces for pre-school gymnastics, martial arts, group exercise, children's fitness, GP exercise referral and sports-specific functional training.

18. Outdoor facility developments including adventure golf, a high ropes course and enhanced adventure play areas and woodland sensory garden have been designed and strategically located on the site to complement the wider range of facilities.
19. In accordance with the Council's brief, a parking, traffic and access study has been undertaken by SLC sub-consultants, MLM Consulting Engineers to explore current and future car parking requirements. A baseline survey undertaken in February 2018 showed that the car parks currently operate within capacity with a peak parking accumulation of 73% (i.e. 73% of parking spaces are occupied during the busiest times). However, the survey reflects a winter baseline position and does not provide an indication of typical levels of use at other times of the year or show the impact of large events such as swimming galas or athletics meets.
20. The proposed development of the site includes an additional 242 car parking spaces. SLC has developed an indicative programme of use for the newly developed facilities and MLM has overlaid this onto the proposed additional car parking and baseline survey. The findings show that the maximum level of occupancy within this context is predicted to be 63%.
21. A RIBA Stage 2 masterplan has been drawn up for Woodside Playing Fields to include:
 - The development of a new Community Sports Hub providing facilities for cricket, football and boxing and a new multi-purpose community hall
 - Full refurbishment of the existing depot buildings as part of the new Community Sports Hub together with the provision of a new park café, Ranger's office and outdoor courtyard for café seating and events;
 - Four separate options for a complementary alternative use of the indoor bowls centre designed to generate much-increased participation in physical activity, particularly by children young people, based upon a needs analysis and knowledge of the local market
 - Additional outdoor activities including adventure golf, high ropes course and enhanced toddler and junior play areas to help create a destination site and encourage longer visit duration
 - Additional parking based on a Traffic, Parking and Assessment Study allowing for increased throughput to the site as a result of the facility developments
 - Improved pedestrian access and signposting throughout the site to create a more coherent visitor journey.
22. SLC has developed budget estimates of the development costs of each of the investment proposals based at current cost (Feb / March 2018). **The total cost of all investments including Option 1 - Trampoline Park (the most expensive option for alternative use of the indoor bowls centre) is c.£12.2M and for Option 4 - Multi-Use Activity Centre (the least expensive option for alternative use of the indoor bowls centre) is c.£7.75M.**
23. SLC has also developed high-level revenue business plans for each investment proposal to provide the Council with a likely future position in terms of an operational surplus or deficit, as a result of the investments. This projected revenue position has been modelled alongside the development costs to provide a return on investment for each proposal. A summary of the key financial analysis is provided in Table ES1.

Table ES1: Financial Analysis Summary

Investment Proposal	Development Cost	Operational Surplus		Capital Repayment		Return on Investment	
		15-year total	Annual Average	15-year total	Annual Average	15-year total	Annual Average
Community Sports Hub	£3,054,630	£371,598	£24,773	£3,838,138	£255,876	-£3,466,540	-£231,103
Park Café	£204,971	£302,635	£20,176	£257,545	£17,170	£45,090	£3,006
High Ropes	£260,000	£562,036	£37,469	£326,690	£21,779	£235,346	£15,690
Adventure Golf	£305,500	£960,018	£64,001	£383,860	£25,591	£576,158	£38,411
Option 1 – Trampoline Park	£5,999,900	£3,256,535	£198,820	£7,538,867	£502,591	-£4,282,331	-£285,489
Option 2 – Indoor Activity Centre	£4,842,600	£4,585,640	£305,709	£6,084,721	£405,648	-£1,499,081	-£99,939
Option 3 – Gymnastics Centre	£4,700,000	£1,426,398	£95,093	£5,905,544	£393,703	-£4,479,146	-£298,610

24. Whilst all of the investment proposals generate an operational surplus year on year, not all provide a return on investment once capital repayment costs are included. The Community Sports Hub and all three new build replacement options for the indoor bowls centre fail to generate sufficient operational surplus to cover the capital repayment costs over a 15-year period, largely as a result of the high development costs involved. The viability of these schemes would improve in the event that the Council are able to meet some of the development costs through other sources or are willing to repay the capital over a longer period. Such options would need to be explored as part of the Council's funding strategy for the project.
25. The high development cost of the Community Sports Hub (c.£3M) and relatively low operational surplus expected from this facility means that the improved revenue position will not be sufficient to pay back the capital costs over 15 years. This is to be expected given the nature of use and the mix of facilities supporting local sports clubs rather than driving high levels of income and profit.
26. The Option 4 alternative use of the indoor bowls centre (multi-use activity centre) has a much lower development cost and although the Council and SLM have not yet agreed a business plan for this option and therefore a return on investment figure, SLC believe that it is likely to generate enough surplus to support the financing costs over 15 years and even provide a positive return on this investment.
27. SLC has explored options for future management models to ensure a strong and sustainable revenue position, high quality facilities and services and a fully integrated and co-ordinated offer across the whole site. The varying nature of the facilities on site means that it is likely to require a blend of management arrangements to achieve this.
28. Commercial leisure facilities such as the multi-use activity centre, adventure golf and possibly the high ropes course would suit a specialist leisure operator and could therefore be added to the new leisure management contract with SLM.

29. For the new Community Sports Hub, it may be possible, subject to further consultation, to establish a new Community Sports Association (CSA) to manage the facility, comprising of some or all of the clubs that use the site. Under a CSA, the clubs would retain their identity and autonomy in relation to individual club matters but come together under the umbrella of the CSA to ensure effective management of the facilities.
30. The recommendations arising from the masterplan and feasibility study are as follows:
- The Council should adopt the proposed masterplan to include all development proposals including Option 4 multi-use activity centre.
 - The Council should use the adopted masterplan as the basis of further consultation on the proposed developments with key identified stakeholders including Watford Town Cricket Club, Watford Boxing Club, regular football users, SLM and Veolia.
 - The Council should consult further with SLM to agree the final facility mix and business plan for the multi-use activity centre.
 - The Council should develop a funding strategy to explore options for delivery of the proposed masterplan.
 - The Council should consult with selected stakeholders regarding future potential management models including the option of forming a new Community Sports Association.

1 INTRODUCTION

1.1 Background

1.1.1 In 2015, Watford Borough Council adopted a new 10-year Sports Facilities Strategy for the borough which identified three Strategic Goals for the future provision of sports facilities:

1. **Strategic Goal 1** - To ensure that Watford has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites – known as “Strategic Sports Sites”.
2. **Strategic Goal 2** - To promote the development of financially sustainable multi-sport clubs offering inclusive opportunities for players of all ages and abilities and both sexes.
3. **Strategic Goal 3** - To develop new forms of provision for traditional sports in partnership with their governing bodies in order to attract new participants and encourage past participants to return to their former sport, promote more mid-week participation and reduce the peaking of demand for pitches and other facilities at the weekend, particularly Sunday mornings.

1.1.2 The Council is implementing the Sports Facilities Strategy 2015-25 by focusing the development of outdoor sports provision on four identified Strategic Sports Sites.

1.1.3 One of these Strategic Sports Sites is Woodside North, incorporating Woodside Playing Fields, which is located in the north of the borough.

1.1.4 In 2015 the Council engaged with sports clubs and stakeholders of Woodside Playing Fields in 2015 to seek views on how to develop the site to improve the sports facilities.

1.1.5 The feedback from stakeholders showed overall support for development of the site and in May 2016, Southern Green Landscape Architects were commissioned to develop a conceptual masterplan to illustrate possible development at the site.

1.1.6 This high-level masterplan was designed to stimulate further debate amongst stakeholders and was met with a positive response by the Council’s Programme Management Board as a good initial exploration into development opportunities for the site.

1.2 Our Terms of Reference

1.2.1 The Sport, Leisure and Culture Consultancy (SLC), together with associates Southern Green Landscape Architects, has been appointed to develop a detailed masterplan and feasibility study which builds upon the previous masterplanning work.

1.2.2 The key requirements of the project brief are as follows:

- A site masterplan to RIBA Stage 2 showing options for the development of:
 - Community Sports Pavilion
 - Redevelopment of the depot buildings and courtyards
 - Provision of new floodlit Artificial Turf Pitch
 - Conversion of existing Artificial Turf Pitch to widen sports usage
 - Car parking enhancements and extensions

- Conversion of the Indoor Bowls facility in relation to a commercial activity linked to a leisure operation
- An accompanying feasibility study identifying potential future uses and users for the site. The study needs to embrace opportunities across the leisure sector, anticipating future trends in leisure provision and so securing long term viability and income generation for the site
- Outline costs of developments
- High-level business plans showing projected operational income and expenditure of developed facilities.

1.2.3 The key issues and opportunities identified by SLC in their proposal and through subsequent discussion with the Council are as follows:

- The Council has a unique and exciting opportunity to develop a strategic sports site which not only meets the requirements of current, established sports users but also creates a new destination for the borough that provides new activities to attract new users
- The Council has a strong track record of achieving good levels of return on investment through its leisure facilities and this should be continued through these developments
- The Council recognises that the new leisure facilities should be based on local need and complement facilities run by other providers, including those currently provided on the site e.g. Woodside Leisure Centre and Athletics Stadium
- Whilst further consultation with local stakeholders is not explicitly required as part of the project, a review of previous consultation will play a key role in the development of options
- The redevelopment of the existing indoor bowls provision will be highly sensitive but provides an ideal opportunity for the Council to explore development of a new bold and progressive facility which diversifies the overall sport, leisure and physical activity offer on site
- Car parking is currently a significant issue for the site and identifying additional parking opportunities will be critical to the viability of any future developments.

1.3 The Structure of our Report

1.3.1 We have structured the remaining sections of this document to meet the requirements of your brief providing a concise report setting out our core findings.

Table 1: Report Structure

Section		Key Content or Output
2	Site Analysis	Detailed Site Analysis including SWOT. Review of building uses, condition and lease arrangements, site constraints and planning issues.
3	Needs Analysis	Assessment of current use. Supply and demand analysis of key activities to inform development of required facility mix to meet future demand. High level consultation with key stakeholders.
4	Facility Mix Development	Development of facility mix to meet demand identified in Needs Analysis.

Section		Key Content or Output
5	Options Development	Block plans, layouts and sketch visuals of shortlisted development options.
6	Car Parking	Findings from Traffic, Parking and Access Study and opportunities to increase car parking on site.
7	Site Masterplan	Masterplan showing facility developments, landscaping, additional parking, access routes etc.
8	Development Costs and Business Planning	Development costs and 15-year business plans showing projected additional income and expenditure for each development.
9	Management Options	Management options for key developments.
10	Conclusions, Recommendations and Next Steps	Conclusions and recommendations and identified next steps.

1.3.2 Supporting information is included in a series of Appendices to this report and a full set of all drawings is provided separately.

2 SITE ANALYSIS

2.1 Introduction

2.1.1 Woodside Playing Fields, located at Woodside North has been identified, through the Council’s Sports Facility Strategy 2015-25 as a Strategic Sports Site. It is home to Woodside Leisure Centre and Athletics Stadium, Watford Harriers Athletics Club, Watford Town Cricket Club, Watford Boxing Club, Watford Youth Sports Football Club, Watford Indoor Bowls Club and Owls Bowls Club.

2.1.2 This section of the report describes the wider site context and existing sports facilities and provides a SWOT analysis of the site.

2.1.3 The following drawings support the site analysis and should be viewed in conjunction with the text in this section:

1075-01 Context Plan

1075-02 Character Areas

1073-03 Site Issues Image Board

1075-04 Survey - Historic Map Regression

1075-05 Survey - Woodland & Historic Features

1075-06 Survey - OS Map Surveyed - 1871, overlaid onto Aerial image

1075-07 Survey - OS Map Surveyed - 1914, overlaid onto Aerial image

1075-08 Survey - OS Map Surveyed - 1958, overlaid onto Aerial image

1075-09 Survey – Ownership Leases

1075-10 Site Facilities Plan

1075-11 Access & Circulation incl. Parking

1075-12 Site Analysis

1075-13 Survey – Hard Landscape

1075-14 Survey – Softworks

1075-15 Visual Analysis

1075-16 Existing signage, wayfinding and interpretation.

2.2 Site Character

2.2.1 Woodside Playing Fields covers approximately 24 hectares of playing fields, sports facilities and woodland, and is the premier site in Watford’s parks for organised sports and forms the second largest public open space in Watford. Woodside is a valued neighbourhood park, serving residents in surrounding communities, as well as providing sporting facilities of a regional status.

2.2.2 The Leisure Centre and the athletics track site were developed on the site of two former chalk pits to the north of the site. The southern and south-eastern area of the site is characterised by surviving 19th century parkland of Woodside Lodge, giving the site an unusually mature landscape setting for a recreational facility. The house was originally located to the immediate

south–east of the stable block complex which was converted by the council in the 1950s and is currently used as changing rooms and toilets for football pitch users and by Watford Boxing Club. The building, now known as ‘the depot,’ is also by Veolia as a maintenance base and also includes a large maintenance shed.

- 2.2.3 Albans Wood, an ancient semi-natural woodland covering 4 hectares, is located along the western boundary. The wood is classified as a local nature reserve and is characterised by predominantly Oak woodland as well as Beech, Horse Chestnut and Sweet Chestnut specimens and is notable for its bluebells.
- 2.2.4 The playing fields are surrounded by wide, open grassland, ornamental areas and mature trees, in particular clumps and lines of Oak trees, which visually break up the large expanse of grass. The former gardens of the house (the location of the play area) and the former drive to the house are marked by some fine specimen trees, especially Wellingtonia, Cedar and Beech. Recently a new woodland sensory garden was established to the south of the stable block which includes a collection of more unusual trees.
- 2.2.5 The main character areas are illustrated in drawing 1075-02 Character Areas and show ten zones:
- Albans Wood Local Nature Reserve
 - Historic Buildings & setting - 1860's
 - Open Parkland and Historic trees - 1860's
 - Athletics track – 1955
 - Cricket Ground - 1950's
 - Bowls - 1950's
 - Private Residential
 - Sports Facility & Infrastructure - 1980's
 - Indoor Bowling - 1980's
 - Circulation space.
- 2.2.6 Complex topography and different uses dictate the main character areas:
- A developed zone where most of the buildings are located on the north east facing slope running from cricket pitch and pavilion and stable block down the northern side of old drive which forms the central ‘spine’, and north to the Leisure Centre
 - A relatively open landscape to the south, punctuated by parkland trees where the playing fields are located
 - An enclosed landscape to the north, bounded by the north facing slope to the north of indoor bowls and by landform to the east, where the athletic stadium is sited and a steep grass slope to the north of the cricket pitch running down to Valley Rise
 - Alban Wood, a dense area of semi-natural ancient woodland to the west which is partly sloping and is undeveloped with only dirt tracks providing access between the housing and the rest of the Woodside Playing Fields site.

2.3 Existing Sport and Leisure Facilities

2.3.1 The Woodside Playing Fields site includes the following indoor sport and leisure facilities:

- Large modern wet and dry Leisure Centre
- Cricket Pavilion
- Indoor Bowls Centre
- Boxing Club (within depot building)
- Changing rooms (within depot building)
- Athletics clubhouse.

2.3.2 External sport and leisure facilities on site include:

- 5 Adult Football Pitches
- 1 Junior Football Pitch
- 5 Mini Football Pitches (2 on Woodside Playing Fields and 3 on cricket club outfield)
- 3 cricket squares (2 on Woodside Playing Fields and 1 on cricket club site)
- 1 full size sand-based Artificial Turf Pitch (part of Woodside Leisure Centre)
- 8-lane synthetic Athletics Track and central grassed throwing area
- 8-rink bowling green
- Outdoor gym
- Children's play area.

2.3.3 Drawing 1075-10 Site Facilities Plan shows the location of these facilities on the site.

2.4 Existing Site Access

2.4.1 Vehicle access is through the main entrance at Horseshoe Lane and then via a road that runs around the Leisure Centre building and then follows the former drive to the Woodside House up the hill to the depot buildings and cricket club where there is a further car park.

2.4.2 There are ten pedestrian entrances into the playing fields - Horseshoe Lane (2), Cart Path, Orbital Road, Newhouse Crescent, Valley Rise (2), Farmers Close, Woodgate and Sheepcot Lane. Local schools Albans Wood and Francis Combe are a short walk from the playing fields and the site is a well-used through route between the schools and adjacent housing estates.

2.4.3 Woodside Leisure Centre has brown tourist signs and the site is served well with road, rail and bus links and well linked to the M1 and M25.

2.4.4 Please refer to drawings 1075-03 Site Issues Image Board and 1075-11 Access & Circulation including Car Parking.

2.5 Green Flag Award

2.5.1 The site was given Green Flag status in 2011 and has maintained this status. However, the 2017 Interim Quality Assessment Green Flag report noted that the following aspects of the site could be improved in terms of management;

- Although the site has good and safe access it was noted this could be improved in certain locations. “Travelling on foot one had to negotiate a range of car parks and roads, none of which provided an adjoining footpath for pedestrians.”
- The site is vast and although it was noted it was well signed in areas it was noted that the playing fields could be better signed from the leisure centre. “There was no visible signage to the Playing Fields themselves as a destination.”
- It was noted that lighting could be improved at Sheepcote - “lighting at Sheepcote was obscured by foliage which needed removing.”
- Maintenance was lacking in some areas. “The play equipment was well maintained however on my visit there was evidence of obscene graffiti on the slide” and although a sign state the toilets “closed at dusk, they were locked by 15.30 on my visit, which was a surprise given the number of visitors at this time.”
- It was also noted that there was a sense of facilities and assets being disconnected across the site. “The site is large and has a lot to offer. What it lacks is a something to unite all the disparate elements.”
- It was noted that the site there could be better provision of community signage. “There was only one “Community” Notice board on the site – however, this provided no community information other than an obituary to a park user and a flyer about Parks Herts”.

2.5.2 The report concluded that the site was amber rated, meaning that it met the requirements of the Green Flag Award but has some areas of concern. The concerns highlighted were graffiti and lack of community engagement as well as lack of sustainable travel plan to encourage non-car users to visit the site.

2.6 Existing Built Facilities

- 2.6.1 There are a series of existing buildings located in different locations on the site which are used to provide activity space or ancillary facilities to support the outdoor sports use.
- 2.6.2 SLC’s design team has undertaken a visual assessment of the structure and condition of these buildings in order to inform the exploration of development options.
- 2.6.3 No condition surveys of the building fabric or mechanical and electrical installations were available. These would be required at the next stage of design development beyond the masterplan phase and would inform more detailed drawings and final projected costings.

Depot buildings

- 2.6.4 The depot buildings are on the Local List of buildings of interest but are not statutory listed. The site is not located within a Conservation Area.
- 2.6.5 The buildings consist of two building groups within a walled courtyard. The area currently occupied by changing rooms, built in 1910, is of single, and part two storey, construction with brick or rendered walls, steel floor beams and slate pitched roofs with cupola. The main hall roof has an open lattice steel trussed roof and is partially clad in profiled sheet.
- 2.6.6 A second primarily single storey stable block completes the group of buildings. This building is loadbearing brick with slate pitched roofs. An external staircase, subsequently removed, provided access to the upper level.

- 2.6.7 A single storey building of steel frame and profiled sheeted walls and roof is located within the courtyard.
- 2.6.8 The group of buildings originally included a two-storey house built in the 1860s which was demolished in 1959 and replaced by a single storey flat roofed toilet block.

Figure 1: Existing Depot building viewed from



- 2.6.9 No condition survey or as built drawings are available of the buildings and these will be required for the next stage of design development. However, SLC has carried out a visual and non-intrusive inspection for the purpose of this study. The building structure is basically sound but requires substantial maintenance and repair if new uses are to be introduced. The windows, doors and external timber roof details all require replacement and some areas of slate roofs and rainwater goods require overhaul. There is little insulation in the building and services are of a poor quality.
- 2.6.10 The main building is currently subdivided into 18 very small poor quality changing rooms at ground and first floor level. Toilets and showers are accessed from common corridors. The first-floor changing rooms are accessed from single timber staircases, one of which is currently unsafe. At first floor level access along the corridor serving the changing rooms is severely limited by the tie beams to the roof trusses 1.8 metres above floor level. It is not clear how many of these changing rooms are currently utilised.
- 2.6.11 The main hall and adjoining spaces are currently used by Watford Boxing Club.
- 2.6.12 The stable block is currently used by Veolia as a grounds maintenance depot. The frontage building is used as staff amenity block with the remaining building used for storage. The shed contains mowers and machinery used for maintenance. The areas around the buildings are cluttered by debris and materials which require removal. All the flat roof areas and walls are protected by anti-vandal fencing at eaves level. The courtyard is gated.

Figure 2: Existing Depot courtyard



Existing Cricket Pavilion

- 2.6.13 The existing cricket club pavilion was built in two parts and consists of a two-storey brick clad building with adjoining single-storey bar and function space.
- 2.6.14 The two-storey building contains male, female and disabled toilets, small lounge (also used for storage), kitchen and bar store and at first floor level two team changing rooms, changing for umpires, showers and toilets with external staircase access and a viewing balcony overlooking the cricket square. The two-storey building is of load-bearing brick with slate roof. External windows and doors are in poor condition and external motorised shutters have been installed recently for security protection. Verges and eaves have been over clad in white PVC sheet.

Figure 3: Existing Cricket Pavilion



- 2.6.15 Internally the kitchen facilities are adequate and of domestic specification. The showers at first floor level have recently been retiled. The condition of the building is adequate and functional but externally the building form and quality do not enhance the setting of the adjoining locally listed building group.
- 2.6.16 The adjoining single storey building is of a prefabricated construction with recently felted roof and panelled walls. Insulation levels in walls and ceilings are likely to be minimal. All windows have recently installed automatic shutters. We are informed that the function space and bar of 104 square metres has a capacity for 100 persons seated although that would appear to be extremely cramped.
- 2.6.17 The entrance to the pavilion is through a narrow and unattractive corridor in the two-storey building leading to the adjoining bar and function space.
- 2.6.18 The two buildings face the cricket square and there is a narrow, gated access to the adjoining car park. There are no windows or surveillance overlooking the car park.

Indoor Bowls Centre

- 2.6.19 At the time of writing this report, internal access for inspection was not permitted. Construction drawings, condition surveys and asbestos surveys were not available. Our comments therefore are based on external observation, available sketch drawings and photographs (taken in 2015).
- 2.6.20 The existing indoor bowls centre is a low single storey brick clad building approximately 55.3 x 32.4 metres and is cut into the existing ground levels. Pedestrian access and a small amount of car parking and service access are located on the south eastern elevation.

- 2.6.21 The construction appears to be a portal frame with profiled sheet roof at shallow pitch. From visual inspection we estimate that the approximate internal heights to underside of structure are 3.2 metres at the internal wall face and 4.0 metres at the ridge with a playing area for 6 rinks (28.65 x 36.60 metres). There is an open roof structure over the main bowls area and suspended ceilings over the remaining accommodation.
- 2.6.22 From external inspection there appear to be no significant external defects, but we would recommend that a condition report and asbestos survey are prepared as soon as possible to mitigate any risk in assessing costs of conversion proposals.
- 2.6.23 The indoor facilities include office, reception, bar/servery, kitchen, store, lounge, male and female changing areas and separate male, female and disabled persons toilets. There is a fenced external service compound.

2.7 Strengths, Weaknesses, Opportunities and Threats

- 2.7.1 SLC and its design team of Southern Green (masterplanners and landscape designers) and Paul Weston (architect) carried out an initial review of the existing site and its facilities and provided the following analysis of the strengths, weaknesses, opportunities and threats (SWOT):

Table 2: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Active and successful range of sporting facilities • Well established sports clubs • Links to surrounding residential developments and schools • Mature woodland and specimen trees throughout site • Historic buildings and wall at core of the site • Good quality external pitches • Good quality play area • Site contours offer good view points • Attractive setting for sports facilities. 	<ul style="list-style-type: none"> • No common identity • No central hub or focus • Collection of separate sporting facilities with separate arrangements • Leisure Centre blocks the view of the site • Congested car park next to leisure centre • Poor condition of historic depot buildings • Poor use of historic depot buildings • Central courtyard space not used by public • Average condition of cricket pavilion • Permeable site • Prone to vandalism and anti-social behaviour • Ancient woodland and nature reserve not maximised • Car parking under pressure at peak times • No obvious diagonal or east west route through site • Isolated private residential property adjacent to the site • Muddled signage

Strengths	Weaknesses
	<ul style="list-style-type: none"> • Poor quality public toilets • Excessive use of bollards edging drive • Restrictions on use of existing access by bungalow.
Opportunities	Threats
<ul style="list-style-type: none"> • Create a sports hub with a clear identity and coordinated approach • Improve facilities for resident sports clubs • Provide a destination venue for Watford residents and visitors from beyond the borough • Provide a complementary range of facilities designed to encourage longer visit to site for families • Improve the site’s overall revenue position by the creation of facilities which generate stronger income streams • Create improved footpath network • Create more car parking in the right places to cater for peak demand • Take advantage of the high-level viewing point • Make more of the site history • Remove clutter such as bollards edging drive. 	<ul style="list-style-type: none"> • Lack of maintenance of existing depot buildings causes further deterioration • Insufficient car parking at peak events discourages users and provides a bad experience • Lack of overall site control and coordination • Current overspill parking damages soft landscape • Current uses in the historic depot buildings will neither improve activity in central area nor improve building setting • Further vandalism and anti-social behaviour • Lack of cooperation from existing site users or resistance to change.

2.8 Summary

2.8.1 The Woodside Playing Fields site is highly attractive and marked by a range of distinctive character zones, mature landscaping and trees and interesting historic features. The depot buildings date back to 1860 when the original Woodside Lodge house was the only building on the site. Since then a series of incremental sports facility developments have led to it becoming arguably the most well-established and important multi-sports venue in the borough.

2.8.2 Despite the strong role that the site currently plays in providing sports facilities for a variety of local clubs, there are a number of weaknesses with the condition of the existing buildings, how they are used and how they relate to each other. **The site is characterised by a collection of different facilities operating in isolation, lacks co-ordination and has no clear identity.**

3 NEEDS ANALYSIS

3.1 Introduction

- 3.1.1 A robust assessment of need for sport and leisure facilities in Watford is a key building block of the masterplan and feasibility study for Woodside Playing Fields. Understanding the local supply of facilities and establishing the demand for these facilities is critical to the development of a facility mix which meets the Council's objective of creating a sustainable Strategic Sports Site at Woodside.
- 3.1.2 Our analysis of need begins with an assessment of the current use of the site to fully understand the frequency and intensity of use. This has been assessed through a review of football and cricket pitch bookings and through high-level consultation with existing occupiers including Watford Town Cricket Club and Watford Boxing Club.
- 3.1.3 The review of existing use is supplemented by a desktop supply and demand assessment of potential new or enhanced facilities which may form part of the overall site masterplan.

3.2 Current Use

Football

- 3.2.1 There are a total of 8 grass football pitches on Woodside Playing Fields, 5 of which are senior pitches, 1 junior and 2 mini pitches. All pitches are considered to be of good quality based on SLC's site visit in late November.
- 3.2.2 According to the 2016/17 booking sheets provided by the Council's grounds maintenance contractor, Veolia, the grass pitches are only used on Saturday and Sunday mornings. The most intensive use is on Sundays where, on some occasions, there are up to 5 senior matches and 3 junior matches booked.
- 3.2.3 Senior teams use the very small, poor quality changing rooms provided in the depot building.
- 3.2.4 There are also 3 mini pitches on the Watford Town Cricket Club (WTCC) outfield which are also booked through Veolia. Although there are no bookings listed on the booking sheets, SLC are aware through consultation with the cricket club that these pitches are used on Sunday mornings by Watford Youth Sports FC. This was confirmed during a site visit where it was evident that pitches were marked out on the outfield.
- 3.2.5 WTCC have developed a good relationship with Watford Town Youth FC and provide refreshments from the pavilion on football matchdays.

Cricket

- 3.2.6 There are three cricket squares on site. The primary square is located on the south-west boundary of the site and overlooked by a cricket pavilion which is used exclusively by WTCC under a lease which is 'holding over' and requires renewing.
- 3.2.7 The primary square is used exclusively by WTCC for senior and junior cricket throughout the week. The club has 5 teams on a Saturday and a thriving junior section.
- 3.2.8 The two secondary squares are located on Woodside Playing Fields and used by WTCC and other local clubs at weekends only.
- 3.2.9 Consultation with WTCC revealed that whilst the existing pavilion is tired, it generally meets the requirements of the club. The flat-roofed extension provides important additional space

for club use and for income-generating private hire functions and this would be an important part of any new development. They also expressed preference for a separate dedicated bar lounge for use by the club after matches to allow functions to take place on Saturday evenings during the cricket season.

Boxing

- 3.2.10 Watford Boxing Club have an agreement with the Council for use of the hall in the northern end of the existing depot building within which they have a boxing ring and space for practice, instruction and classes.
- 3.2.11 The club runs sessions on Sunday, Monday, Wednesday and Thursday evenings with approximately 20-25 attendees at each session.
- 3.2.12 Consultation with the boxing club revealed that they are very happy with the current facilities and have no particular desire to change the existing set-up. They have recently undertaken further works to a disused area adjoining the main hall in order to provide more training space to meet increasing demand.

Bowls

- 3.2.13 Watford Indoor Bowls Club occupy a Council-owned building located in the centre of the site between the leisure centre and depot building/cricket pavilion. The building contains a 6-rink indoor bowling green, bar and catering facilities and changing rooms.
- 3.2.14 The club's lease on the building expired in 2016 and the Council has since been in discussion with the club regarding the future of the building. To date, no agreement has been reached regarding any new lease and the Council wish to explore options for the alternative use or redevelopment of the building.
- 3.2.15 The club offers league matches throughout the week, coaching sessions and casual 'roll-up' sessions. Previous research undertaken by the Council found that in 2014, Watford Indoor Bowls Club had 383 members having fallen from a peak of 800 members in 1991.
- 3.2.16 SLC has undertaken a separate review of local indoor bowls provision. An audit of local facilities found 6 alternative indoor bowls facilities with a total capacity of 4,250 members within a reasonable travel time catchment. Consultation with these clubs and available membership information indicates that they have an available capacity for c. 2,340 – 2,520 additional members.
- 3.2.17 This demonstrates there is sufficient existing alternative provision to accommodate current and future demand for indoor bowls, and the members of Watford Indoor Bowls Club could comfortably be accommodated elsewhere in the event of its closure or redevelopment for an alternative leisure use.

3.3 Supply and Demand Assessment

- 3.3.1 SLC has undertaken an assessment of the local supply of facilities within a specified drive time catchment that may potentially be provided as part of the site masterplan. This will provide some context in terms of local competition and help inform the long list of options.
- 3.3.2 The assessment is based upon a high-level review of the demographic composition of the catchment population around Watford Woodside and a desktop audit of similar facilities which are then mapped using SLC's Insight GIS Mapping tool to show each facility's location within a specified drive time.

3.3.3 For the purposes of this exercise, a 20-minute drivetime catchment has been used which is considered to be an appropriate travel time for the type of facilities included in the assessment.

3.3.4 In support of the supply and demand analysis, SLC has undertaken an audit of local facilities that could potentially be accommodated on site and that are complementary to the wider activity offer. Included in this audit are the following facility types:

- Soft Play
- Indoor Trampoline Park
- Indoor Climbing
- Other Indoor Activity centres, including snow sports and laser.
- Indoor Skate Park
- Gymnastics Centre
- Adventure Golf
- Outdoor High Ropes Course
- 3G Artificial Turf Pitches (3G ATPs).

3.3.5 The overall findings of the supply and demand assessment have been summarised in the matrix in Table 3. A full version of the detailed supply and demand assessment is provided in Appendix 1.

Table 3: Summary of supply and demand assessment

Activity	Demand	Supply	Overall Assessment
Soft Play	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	A number of competing facilities, including a significant local facility adjacent to Watford Woodside.	There is sufficient supply within the catchment including a large local offer which is sufficient and more suited to meet demand.
Trampoline Parks	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	None within 20-minute drivetime catchment but five facilities within 20-mile catchment.	Good market potential. There is alternative provision just beyond the catchment, but a high-quality offer would attract users.
Indoor Activity Centres	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Some existing facilities within catchment providing indoor activities but generally limited to single activity.	Good market potential. Whilst there is some alternative provision, a mixed offer of complementary activities e.g. Clip n Climb, trampolining, bouldering would attract users.

Activity	Demand	Supply	Overall Assessment
Climbing	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Some existing provision within catchment, none which provide the flexibility and younger age group appeal of a 'clip n climb' or bouldering offer.	Good market potential for a climbing facility, particularly one which focuses on the younger market through an easy to use 'Clip n Climb' or bouldering offer rather than catering for more serious climbers.
Indoor Skate Parks	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Two established and specialist facilities exist with the catchment.	Average market potential. There is strong alternative provision with the catchment. The growth of population within the catchment could mean additional demand is generated for an additional facility.
Indoor Gymnastics Centre	Above average levels of under 9's and slightly above average proportion of 10-14 year olds, high levels of affluence and car ownership. High demand evidenced by large number of clubs.	High number of facilities that can host gymnastics but limited specialist provision (two facilities) within catchment.	Good market potential. There is a large number of clubs which suggests good levels of overall demand. Limited competition in terms of specialist/dedicated facility.
Adventure Golf	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Limited competing provision within catchment (one facility) but reasonable competition beyond this (four within 20-mile catchment.)	Good market potential. There is alternative provision around the catchment, but a good quality offer would still attract users.
High Ropes	Above average levels of under 9's (most facilities are for over c. 7-8 year olds) and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Limited competing provision within catchment (one indoor.) Nearest outdoor competitor is 14 miles away.	Good market potential. There is indoor provision within the catchment, but an attractive outdoor offer could still attract users.

Activity	Demand	Supply	Overall Assessment
Resurface Existing ATP with 3G	Above average levels of under 9's and slightly above average proportion of 10-14 year olds. Above average levels of 30-44 year olds. These age groups are considered the 'Playing Population' for football. High levels of affluence and car ownership.	A significant number of competing facilities in the catchment with one (Parmiter's School) which is very close to Woodside.	Good market potential despite good levels of supply. The FA confirmed there is a demand for 1 full size 3G within Watford and 2 in neighbouring Three Rivers district.
Additional 3G ATP	Above average levels of under 9's and slightly above average proportion of 10-14 year olds. Above average levels of 30-44 year olds. These age groups are considered the 'Playing Population' for football. High levels of affluence and car ownership.	A significant number of competing facilities in the catchment with one (Parmiter's School) which is very close to Woodside.	Unlikely to be required if the existing ATP is resurfaced with 3G.

3.4 Demand for 3G Artificial Turf Pitch

- 3.4.1 The Council's Sports Facilities Strategy 2015-25 recommends an additional 3G ATP be installed at Woodside Playing Fields and this was included in the brief for the masterplan.
- 3.4.2 SLC has consulted with both the Football Foundation and Hertfordshire FA. They confirmed that according to their calculations, based on the number of teams within the authority, there is demand for one additional full size 3G ATP within Watford.
- 3.4.3 They also confirmed that whilst there is a demand for two additional pitches within Three Rivers, there are plans for secondary schools in the district to build these additional facilities. There is low demand for additional pitches in other surrounding boroughs (Hertsmere, St Albans, Harrow and Hillingdon.) The demand is currently being met within these boroughs by the existing provision and additional future projects that are planned in these areas.
- 3.4.4 The Football Foundation also noted the potential impact on the sustainability of a new 3G AGP at Woodside, due to the existing provision located nearby. The existing full size 3G at Parmiter's School is located less than a mile from the site and provides community access.
- 3.4.5 Based on a review of the current users of the existing non-3G ATP at Woodside Leisure Centre there is an underutilisation of the site at peak times. Out of the 60 slots available for hire, 25 are not currently used on a regular basis. SLM have confirmed that there is very little additional usage on the top of regular block bookings. The relatively low level of use is supported by the amount of income generated which is considered low for an ATP.

- 3.4.6 SLC believe that the current underutilisation of the existing ATP is partly caused by the condition and type of surface, a view that is supported by SLM. A refurbishment to a 3G surface is likely to increase usage of the facility.
- 3.4.7 SLC recommend resurfacing the current ATP at Woodside Leisure Centre to 3G. This will increase the usage and financial performance of the facility.
- 3.4.8 Based on the information from the Football Foundation and Hertfordshire FA and the desktop analysis, SLC do not believe that there is sufficient demand at this stage for a new 3G ATP at Woodside Playing Fields in addition to a resurfaced ATP at the leisure centre.
- 3.4.9 Looking to the future, Hertfordshire FA plan to develop a ‘Super Club’ within Watford, and should there be a growth in overall demand, there may be scope in the future to build an additional 3G pitch. This might be a smaller sized pitch to cater for youth football rather than a full-size pitch. There could also be the potential to unlock funding from the Football Foundation to part fund this additional facility.
- 3.4.10 The provision of improved ancillary facilities at Woodside through the development of the new Community Sports Hub is likely to attract new football users to the site or enable existing clubs to grow additional teams. This growth could be aligned with the potential ‘Super Club’ plan identified by Hertfordshire FA.
- 3.4.11 **In terms of the masterplan for the site, SLC recommends that whilst there is not enough evidence to support the need for an additional 3G ATP at this stage, it remains a longer-term additional facility option subject to a future growth in demand. SLC also recommend that close contact is maintained with Hertfordshire FA regarding their plans for the development of a ‘Super Club’.**

3.5 Summary

- 3.5.1 There is a reasonable level of existing use of the grass football pitches at Woodside Playing Fields and high levels of use of the cricket pitches, particularly the main cricket square located on the south-west boundary of the site and used exclusively by Watford Town Cricket Club. These pitches will need to remain, and it is anticipated that use of the football pitches will increase as a result of improved ancillary facilities and increased site appeal.
- 3.5.2 A thriving boxing club occupies areas within the existing depot building and the club are undertaking works to extend the facilities to meet demand. Consultation has shown that they wish to remain on site.
- 3.5.3 Watford Indoor Bowls Club, located in the purpose-built indoor bowls centre, has experienced a decline in membership since its peak in 1991 and the Council wish to explore options for alternative use of the building. SLC’s review of alternative indoor bowls facilities has shown that there is sufficient local supply to meet any displaced demand arising from a closure of the facility.
- 3.5.4 Supply and demand analysis has shown good market potential for a range of alternative uses of the indoor bowls centre based on local demographics and supply of competing facilities. These include a trampoline park, indoor activity centre, climbing centre and gymnastics centre.
- 3.5.5 The analysis also demonstrated good market potential for complementary outdoor facilities including Adventure Golf and a High Ropes course.

- 3.5.6 Consultation with Hertfordshire FA together with a supply and demand analysis has revealed that there is demand for a 3G pitch on site, but this should be provided by resurfacing the existing non-3G ATP with a new 3G surface. There is not enough evidence to support an additional 3G pitch on Woodside Playing Fields as well as the resurfaced one.
- 3.5.7 Although there is not currently sufficient demand for a new additional 3G ATP, it remains a longer-term option for the site depending upon any future growth in demand.

4 FACILITY MIX DEVELOPMENT

4.1 Introduction

4.1.1 Developing the right facility mix for the Woodside Playing Fields site is critical to ensure that it meets the current and future needs of Watford residents, delivers the brief for a Strategic Sports Site and provides a sustainable, long-term solution for the Council.

4.1.2 This section of the report builds on the Needs Analysis in Section 3 and describes the approach to developing the recommended mix of sport and leisure facilities for the site.

4.2 Options Generation

4.2.1 Using the information gathered on the existing level of use and the findings of the supply and demand analysis, SLC facilitated an Options Generation workshop with the Council's project team. The purpose of the workshop was to consider a longlist of potential development options and to identify those worthy of further design development, costing and business planning.

4.2.2 In developing the approach to the Options Generation workshop SLC identified the following criteria by which each longlist option should be assessed:

- Contribution to WBC strategic objectives
- Meeting need
- Outline development cost
- Likely revenue cost implications
- Planning considerations
- Compatibility with current Woodside Playing Fields (and other parks) offer
- Operational considerations and management model.

4.2.3 Table 4 shows how each of the longlist options have been considered against the criteria listed above. It should be noted that at this stage of the process, detailed costings had not been developed.

Table 4: Long List Options and Criteria

Facility Option	Contribution to WBC Strategic Objectives	Needs Analysis	Outline Capital Cost	Revenue Implications	Planning Considerations	Compatibility with current Woodside Park offer	Operational considerations
Community Sports Hub Pavilion	Very strong. Woodside identified as one of four strategic sports sites in the Borough and new hub facility would contribute to all three Strategic Goals of the WBC Sports Facilities Strategy 2015-25.	Current cricket club pavilion serving only one sports club and in mixed condition. New felt flat roof but rotten windows. Interior dated.	c. £2M-£3M	Improved revenue position due to additional and higher quality facilities generating more income and lower maintenance and running costs.	TBC (dependent upon scale, location etc.) Additional throughput – parking, access etc.	Very strong. New hub facility will serve and help sustain existing sports clubs.	Two likely options re management models: 1. Community Sports Association (CSA) model consisting of all member sports clubs. Clubs retain autonomy, but CSA provides ‘umbrella’ governance structure. 2. WTCC provide management function with agreement on exclusive and shared spaces.
Resurface and reconfigure existing Artificial Turf Pitch (ATP)	Strong. Would improve provision for football and add capacity for small-sided pitches and strengthen Woodside as Strategic Sports Site. Would impact on future hockey use but no use currently.	FA advise that there is demand for one additional full-size 3G pitch in Watford.	c. £150K (included in new contract with SLM)	No impact on revenue position. ATP is included in management contract with SLM.	May need consent if dividing fencing installed. Additional throughput – parking, access etc.	Very strong. Current pitch is compatible with wider offer and would be strengthened with resurfaced ATP to serve local football clubs and provide	Continued operation by SLM.

Facility Option	Contribution to WBC Strategic Objectives	Needs Analysis	Outline Capital Cost	Revenue Implications	Planning Considerations	Compatibility with current Woodside Park offer	Operational considerations
						additional small-sided pitch capacity.	
New additional 3G ATP	Would increase provision for football and strengthen Woodside as Strategic Sports Site but not sufficient evidence of demand.	Weak demand if resurfacing existing pitch.	c. £500K (depending upon extent of groundworks required)	Potential to improve revenue through income generation and lower maintenance of grass pitches.	Loss of open space. Floodlighting, noise, traffic and impact upon landscape, amenity and access/parking all key planning issues.	Would be compatible with wider offer but would be competing with alternative 3G pitch provision on site.	Potential to be operated by SLM as variation to existing contract.
Alternative use of Indoor Bowls Centre Option 1 – Trampoline Park	Strong. Would provide additional opportunities for children to engage in physical activity.	Reasonable demand. No competition within 20-min drivetime	Dependent upon extent of modification to existing building or requirement for new build.	Strong income generator.	Dependent upon extent of building modification or requirement for new build. Access and parking also key considerations.	Strong. Would complement other activities on site and create 'destination' offer.	Potential to be operated by SLM as variation to existing contract.

Facility Option	Contribution to WBC Strategic Objectives	Needs Analysis	Outline Capital Cost	Revenue Implications	Planning Considerations	Compatibility with current Woodside Park offer	Operational considerations
Alternative use of Indoor Bowls Centre Option 2 – Multi-use indoor activity centre (clip n climb, bouldering,	Strong. Would provide additional opportunities for children to engage in physical activity.	Strong demand for some elements e.g. clip n climb. Would need to select mix of facilities carefully.	TBC - depends upon extent of modification to existing building or requirement for new build.	Strong income generator.	Dependent upon extent of building modification or requirement for new build. Access and parking also key considerations.	Strong. Would complement other activities on site and create 'destination' offer.	Potential to be operated by SLM as variation to existing contract.
Alternative use of Indoor Bowls Centre Option 3 – Gymnastics Centre	Very strong. Would provide additional opportunities for children to engage in physical activity and introduce a new sport to the site and thereby strengthen Woodside as Strategic Sports Site.	Strong demand for purpose-built facility. Lots of local clubs but poor quality facilities.	Dependent upon extent of modification to existing building or requirement for new build.	Reasonably strong income generator.	Dependent upon extent of building modification or requirement for new build. Access and parking also key considerations.	Strong. Would complement other activities on site.	Potential to be operated by SLM as variation to existing contract or managed by a local club.
High Ropes Course	Strong. Would provide additional opportunities for engagement in physical activity and attract new visitors to park.	Likely strong demand. Nearest outdoor facility 14 miles away.	£200-£300K	Could generate rental of c.£30k-£35k pa from an external operator in return for a 10-year lease.	Height of platforms/towers may be restricted.	Very good. Could be sited amongst existing trees and would complement wider leisure offer.	Will require specialist management (potentially outsourced) or could be managed by SLM through upskilling of existing staff.
Adventure Golf	Reasonable. Would complement alternative use of	Likely strong demand. There is one Adventure	c.£250K - £300K (heavily dependent	Could generate rental / ROI of c. £25k-£50k pa.	Form and layout of facility, access and parking.	Very good. Would be highly complementary to wider leisure offer.	Potential to be managed by SLM

Facility Option	Contribution to WBC Strategic Objectives	Needs Analysis	Outline Capital Cost	Revenue Implications	Planning Considerations	Compatibility with current Woodside Park offer	Operational considerations
	indoor bowls centre and attract new visitors.	Golf facility within a 20-minute drive time catchment	upon extent of groundworks required)				alongside indoor activity centre.
Cycle route, trim trail (in park), mountain bike track (in woods)	Strong. Would provide additional opportunities for engagement in physical activity and attract new visitors to park.	Likely to be good levels of demand.	TBC – dependent upon length.	Negative impact due to additional maintenance costs.	TBC but unlikely to be of concern.	Very strong. Would complement other activities on site.	Assume it would be added to grounds maintenance contract.

- 4.2.4 The project team also considered a wide range of potential alternative uses for the existing depot building ranging from art and craft studios to creche provision, commercial office accommodation to gallery/exhibition space. The only strong preference arising from these was a new park café.
- 4.2.5 Further exploratory work following the Options Generation workshop revealed that the depot building could be reconfigured to provide facilities required of the Community Sports Hub brief. This approach is described in more detail in Section 5 Options Development.
- 4.2.6 The project team also considered a range of additional outdoor developments including an enhanced play area, adventure maze, splash pad / water feature, extended outdoor gym, community garden, performance space and sensory garden. It was agreed that an enhanced play area would complement the new café and this should form part of the shortlisted facility mix.

4.3 Summary

- 4.3.1 Building upon the existing use of the site, supplementary supply and demand analysis and consultation with the cricket and boxing clubs, a recommended facility mix for the Woodside Playing Fields Masterplan has been identified.
- 4.3.2 This facility mix is designed to meet current and future demand for facilities and provide the Council with a sustainable long-term solution for Woodside Playing Fields.
- 4.3.3 The recommended facility mix taken forward to design development, costing and business planning includes:
- Community Sports Hub – to provide core facilities for cricket, football and boxing clubs and space for community use throughout the week
 - Park café and Ranger’s office
 - Alternative use of Indoor Bowls Centre Option 1 – Trampoline Park
 - Alternative use of Indoor Bowls Centre Option 2 – Indoor Activity Centre
 - Alternative use of Indoor Bowls Centre Option 3 – Gymnastics Centre
 - High Ropes course
 - Adventure Golf
 - Enhanced play area and sensory garden.

5 OPTIONS DEVELOPMENT

5.1 Introduction

5.1.1 Building on the Options Generation stage described in Section 4, SLC and its associate architects and landscape architects have developed design briefs for the recommended facility mix. The design briefs have informed accommodation schedules for the new facilities and subsequently been developed into RIBA Stage 2 drawings.

5.1.2 This section explains how the each of the designs for the proposed new facilities have been developed to meet their required brief.

5.2 Community Sports Hub Brief

5.2.1 As a result of the needs analysis and Options Generation workshop with the Council's project team the following brief has been developed for the Community Sports Hub for use by Watford Town Cricket Club, Watford Boxing Club, a range of junior and adult football clubs and local community groups:

- 10 no. team changing rooms to current standards, each to include dedicated showers and toilets. The number of changing rooms is based on the maximum programme of use. Two of the changing rooms should have access to views over the cricket square
- 2 no. separate changing rooms for referees/umpires, each to include toilet and showers
- Assisted changing accommodation
- A community hall suitable for 100 persons with associated storage with views over the cricket square
- A bar/lounge suitable for 50 persons and with views over the cricket square
- A bar and bar store capable of serving both community hall and bar/lounge
- A kitchen and store to serve both community hall and bar/lounge
- An office
- Male, female and accessible toilets to serve the above accommodation
- A boxing ring and gym
- An adjoining studio to the boxing ring and gym
- A separate office and access to male and female toilets and changing facilities serving the boxing facilities.

5.2.2 A detailed accommodation schedule is enclosed in Appendix 2.

5.3 Ancillary Community Facilities Brief

5.3.1 A brief for the facilities ancillary to the Community Sports Hub was also developed at the Options Generation workshop as follows:

- A community café accessible by all and particularly suitable for families.
- A kitchen and store.

- New male, female and disabled persons toilets for those visiting the café and site.
- A ranger's office.
- A small multi-purpose studio which could be hired separately.

5.4 Design Development of Community Sports Hub and Ancillary Facilities

5.4.1 SLC and its team has developed a design solution which meets the brief but also will inject new life into the existing depot buildings, combining new build with remodelling and restoration. The main design principles of the proposal as illustrated in Figures 3-7 are as follows:

- The new series of buildings should be a visible hub at the high point of the site. It should provide a sense of arrival.
- The new build element containing community hall and bar lounge and ancillary facilities is located on the same site as the existing cricket pavilion. Whilst this will mean some temporary disruption and loss of facilities during construction, this can be mitigated by undertaking the works outside of the cricket season.
- A glazed link connects new to old and contains a gallery at first floor level with views over the square.
- Ten team changing rooms are all contained within the existing building. Eight of the changing rooms have direct lockable access from outside. The remaining two changing rooms are accessible from within the community sports hub at first floor level.
- The referees and umpires changing facilities are located at first floor level with individual staircase access.
- The boxing gym and studio is located as existing but with direct access to three team changing rooms to provide male and female changing and toilets.
- The entrance to the community sports hub and separate Boxing Club entrance (within an old opening) are located on the northern side of the building. This is adjacent to car parking and also provides some additional surveillance to an area subject to anti-social behaviour.

Figure 4: View of entrance to Community Sports Hub from car park to the north



- The machinery store is proposed to be removed from the stable yard courtyard and relocated to an alternative position at the western end of the site (refer to site masterplan in Section 7.)
- The existing toilet block is proposed to be demolished as is part of the courtyard wall on the western boundary which is not of original construction. This then unlocks the potential to convert the stable block into a community café with new toilets, Ranger’s office and multi-purpose studio. The cafe then can overlook a series of paved and landscaped spaces and children’s play area adjacent to the building. The windows to the Ranger’s office and studio provide additional surveillance to the frontage of the building.

Figure 5: View of Café and Community Sports Hub from park



- Openings are formed within the courtyard wall on the south-western boundary to connect the space with the cricket square. Families will be able to sit in the sheltered courtyard adjacent to the café with views over the cricket and football pitches. Equally this will provide views in both ways to mitigate anti-social behaviour. It is proposed that the site would not be gated and that the courtyards have pedestrian access only.
- The proposed courtyard would improve the setting of the locally listed buildings and be a reinterpretation of the former stable yard. It would provide an attractive space including raised planting beds and seating and could be used for a number of functions including craft markets, plant sales and small scale outdoor performance space.

- 5.4.2 The new Community Sports Hub building would be a storey and a half high to respect and enhance the character of the existing two storey depot building. Materials would be robust and of good quality; zinc roof with concealed rainwater goods, facing brickwork, colour coated aluminium windows and doors with integral shutters.

Figure 8: View of Community Sports Hub and Café/Stable Yard Square from cricket outfield



- 5.4.3 The proposal has received support in principle from the Council’s Urban and Conservation Officer and Applications Casework Manager at a meeting on 7 February 2018. Minutes are enclosed in Appendix 3. Further revised plans were issued on 6 March 2018 and the response from planning officers is also provided in Appendix 3.

5.5 Design Development of Alternative Use of the Indoor Bowls Centre

- 5.5.1 The brief to SLC for this strategic sports site included a consideration of a viable development opportunity on either the indoor bowls centre or outdoor bowling green. The needs analysis described in Section 4 concluded that there is good market potential for either of the following three options:

- Option 1 - Trampoline Park
- Option 2 - Indoor Activity Centre
- Option 3 - Gymnastics Centre.

- 5.5.2 The existing indoor bowls centre is approximately 55 x 32 metres and cut into the sloping ground. There were no detailed construction drawings of the existing indoor bowls centre available and an internal inspection was not appropriate at the time of the study due to a pending legal case. However, from visual external inspection it would appear that the internal height to the underside of the structure at ridge and external wall is approximately only 4 metres and 3.2 metres respectively. The height requirement for both trampoline and indoor

activity centre is in the region of 8 metres. Gymnastics at foundation level requires a height of 5 metres minimum and preferably 6.5 metres.

5.5.3 **SLC believes that it would not be financially viable to either raise the roof or lower the floor slab of the existing building to achieve the necessary height for any of these alternative uses. Therefore, a new build will be required to accommodate any of the three options.**

5.5.4 In view of the additional costs associated with the requirement for a new build, SLC has explored a fourth option in consultation with the Council's leisure operator, SLM and the project team. This option seeks to avoid a new build by reconfiguring the existing structure, thereby providing a lower cost alternative.

- Option 4 – Multi-Use Activity Centre

5.5.5 With Options 1-3 requiring a new build, SLC initially explored locating it on the site of the existing outdoor bowls club and block plans were drawn up to illustrate how this could work. SLC were subsequently advised by the Council that the site of the indoor bowls centre would be a preferable location for the new build options and the drawings have been updated accordingly. The outdoor bowls green and pavilion is therefore proposed to remain in situ and largely unaffected by the development.

5.5.6 A new facility located in place of the indoor bowls centre would connect to existing car parking and its entrance would face the main access road, creating good visibility and a strong presence within the centre of the overall site.

Option 1 - Indoor Trampoline Park

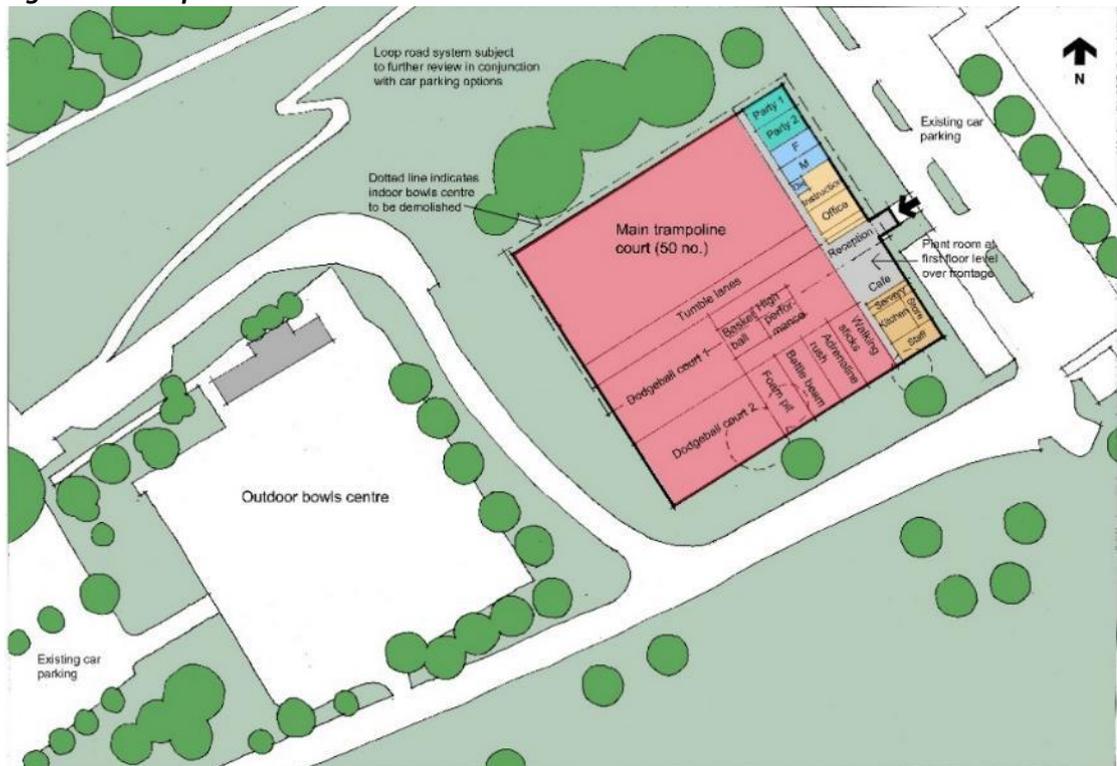
5.5.7 SLC has prepared an accommodation schedule for an indoor trampoline park, a copy of which can be found in Appendix 2. The separate components of the brief would be agreed and developed with an appropriate operator but, for the purposes of this study, SLC included the following in the brief:

- Main trampoline court consisting of 50 trampolines
- 2 no. dodgeball courts
- 2 no. tumble lanes
- Wipeout zone
- Basketball zone
- High performance zone
- Walking sticks area
- Adrenaline rush zone
- Battle beam
- Foam pit
- 2 no. party rooms
- Pre-activity instruction room
- Café and kitchen/servery for 50 covers
- General office

- Reception
- Toilets.

5.5.8 The resulting gross internal floor area of the building is 2785 square metres which is illustrated below. The main entrance and active frontages would face the access road. It is envisaged that plant for mechanical services would be located at first floor level over the entrance/café /toilets zone. The resulting building is larger than the existing indoor bowls centre (shown dotted on plan) and would require some removal of trees and adjustments to existing landscape.

Figure 9: Trampoline Park



Option 2 - Indoor Activity Centre

5.5.9 SLC has prepared an accommodation schedule based on the needs analysis which is provided in Appendix 2. The separate components of the brief would be agreed and developed with an appropriate operator and, in particular, would need to be compatible with facilities at the Indoor Leisure Centre on site. However, for the purposes of this study, SLC included the following in the brief:

- Clip N Climb (24 challenges)
- Bouldering zone
- Trampoline court (18 no. trampolines)
- Soft Play (3 levels)
- 2 no. party rooms
- Pre-activity instruction room

- Café and kitchen/servery for 50 covers
- General office
- Reception
- Toilets.

5.5.10 The resulting gross internal floor area of the building is approximately 1900 square metres which is illustrated below. The main entrance would be off the main access road and adjacent to existing car parking. Active frontages would be provided on two elevations to add animation to the site approach. Plant for mechanical services would be located at first floor level over the building frontage.

Figure 10: Indoor Activity Centre



Option 3 - Gymnastics Centre

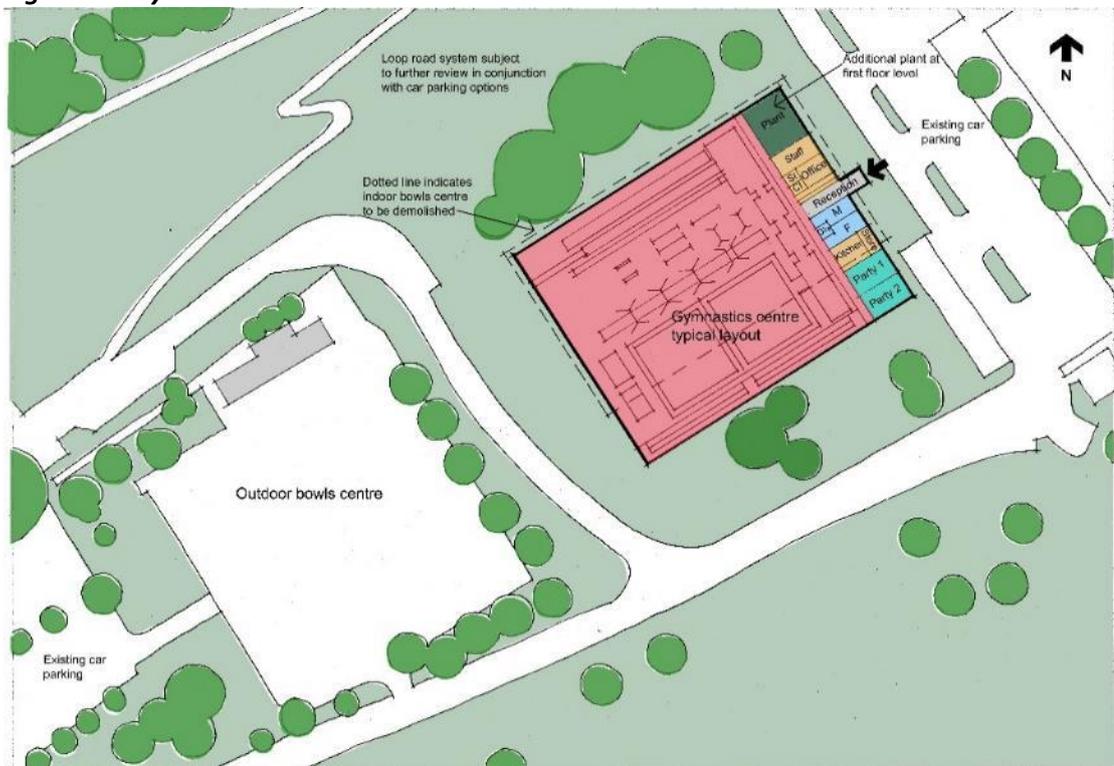
5.5.11 SLC has prepared an accommodation schedule based on the needs analysis which is contained in Appendix 2. The separate components of the brief would be agreed and developed with an appropriate operator and gymnastics clubs and be compatible with facilities at the Indoor Leisure Centre on site. However, for the purposes of this study, SLC included the following in the brief:

- Club standard
- Fit out provision and schedule of equipment similar to Continental Sports Ltd layout for McTaggart Centre Dundee
- Spectator seating for 200 persons
- 2 no. party rooms

- Kitchen and store (food preparation serving party rooms only)
- General office
- Reception and vending
- Toilets.

5.5.12 The resulting gross internal floor area of the building is approximately 2170 square metres which is illustrated below. The main entrance would be off the main access road and adjacent to existing car parking. Active frontages would be provided on the eastern and southern elevations. Plant for mechanical services would be located at first floor level over the building frontage.

Figure 11: Gymnastics Centre



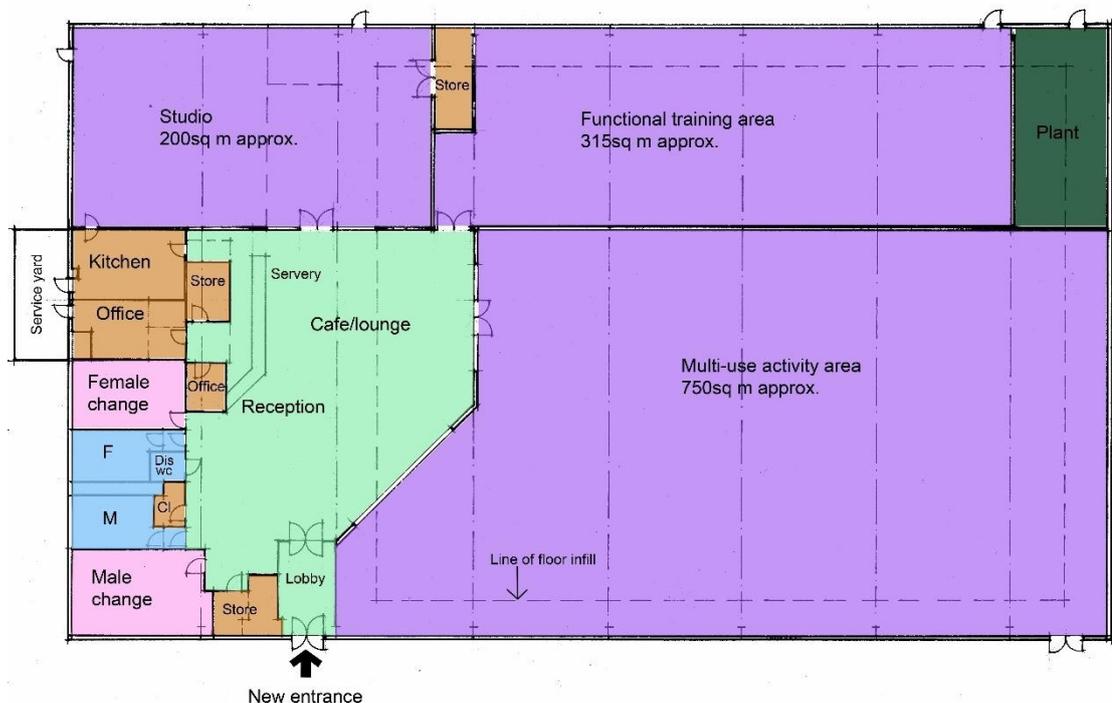
5.5.13 The three new build options were discussed in principle with the Council’s Urban and Conservation Officer and Applications Casework Manager at a meeting on 7 February. At this stage the discussion was based on the new build occupying the site of the outdoor bowls club, as initially proposed. Notes of the meeting are enclosed in Appendix 3. The revised plans showing the new build located on the site of the indoor bowls centre have also been provided and feedback from planners is also contained in Appendix 3.

5.5.14 The primary concern raised by planners would be that any additional facilities on this site would increase pressure on car parking capacity, particularly during events. There would be a requirement for improved event management in order to mitigate this planning risk. Further detail regarding the implications upon car parking are provided in Section 6.

Option 4 – Multi-Use Activity Centre

- 5.5.15 SLC has explored a fourth option for alternative use of the indoor bowls centre in consultation with the Council’s leisure operator, SLM. This option is based on retaining the existing structure of the indoor bowls centre but reconfiguring the internal layout to provide a new Multi-Use Activity Centre consisting of the following facilities:
- Large multi-use activity area – could be used for pre-school gymnastics, martial arts and children’s fitness sessions
 - Exercise studio - for exercise classes, dance, ballet and GP Exercise Referral sessions
 - Functional training space – very popular in the fitness industry for group exercise. Potential for use by sports clubs, including the athletics club for winter training.
 - Reception area / Café servery
 - Changing accommodation.
- 5.5.16 SLC has developed a proposed design for the multi-use activity centre by retaining as much of the existing internal structure as possible including changing rooms, toilets and kitchen. These areas would be entirely refurbished but would avoid expensive relocation of core services. The main activity space is divided into a multi-use activity area, functional training space and large studio. A generous space is provided for a combined reception/servery and café seating area.
- 5.5.17 The existing sunken floor of the existing bowls rinks would be infilled to provide level access and new mechanical and electrical installations including heating, ventilation and air conditioning provided.

Figure 12: Multi-Use Activity Centre



5.6 Design Development of Outdoor Facilities

5.6.1 As outlined in Section 4, additional outdoor facilities are proposed as part of the masterplan for the site which complement the facilities described above and strengthen the appeal of the site as a destination venue.

5.6.2 The following drawings support the site analysis and should be viewed in conjunction with the text in this section:

1075 202 Enhanced Woodland Sensory Garden

1075 203 Detailed Area Adventurous Play

1075 204 Detailed Area Adventure Golf

1075 205 Detailed Area High Ropes Course

Adventurous Play

5.6.3 SLC proposes an enhancement to the existing play area to provide additional toddler and junior adventurous play.

5.6.4 The toddler adventurous play area would have a strong relationship with the café and good visibility between the two areas, by removal of some existing small trees. The area would be larger in scale than the junior play area and enable young adventurers to interact with the surrounding woodland environment. Accessible play equipment would be constructed of timber and natural surfacing would be used.

5.6.5 The junior play area is proposed to be located adjacent to the toddler adventurous play but slightly to the south. The space would provide opportunities for accessible play and will predominantly be at ground level.

5.6.6 Natural features would be integrated within the existing woodland and a network of perimeter paths would weave through the area and link the play areas to the woodland sensory garden.

Woodland Sensory Garden

5.6.7 The existing woodland sensory garden would be enhanced and link closely with the stable yard and café following the removal of the toilets and part of the boundary wall. A series of raised boardwalks and woodland paths would wind their way around the area, linking with the adjacent play area and giving the opportunity for children to interact with plants. The woodland understorey would be thinned and managed, and the aesthetic of the overall area enhanced through the introduction of attractive shade loving ferns, shrubs and shade tolerant wildflower mixes. A tree survey would need to be carried out to ascertain the precise location and tree types so that the most important trees are retained.

Adventure Golf

5.6.8 An 18-hole adventure golf course is proposed to be located on the existing steep grass slope to the north west of the existing indoor bowls centre. The facility would occupy existing green space and the provision of high quality landscaping would enhance the site's character. The area would be visible from the main access road running through the site with the holes being located across a series of terraces.

5.6.9 A suitable theme for the adventure golf course would need to be carefully selected so as not to appear garish and have a negative impact on the appearance of the overall site.

High Ropes

- 5.6.10 A high ropes course is proposed to be integrated into the relatively young woodland, consisting largely of poplar trees, to the west of the athletics track. The precise design would need to be informed by a specialist provider but could extend northward up the grass slope to the proposed Community Sports Hub. A kiosk would be required to provide a reception point, store equipment and provide changing facilities.

5.7 Summary

- 5.7.1 SLC and its associate team of architects and landscape architects has developed RIBA Stage 2 designs for each of the proposed facility developments which combine to meet the Council's brief to create a new Strategic Sports Site at Woodside Playing Fields.
- 5.7.2 For the Community Sports Hub and ancillary facilities, this has involved careful consideration of the setting and configuration of existing buildings and skilful design to inject new life into the old buildings whilst protecting and enhancing their historic character. This is combined with striking new build elements to create a sympathetic blend of old and new, an approach which has received a positive initial response from planners and the conservation officer.
- 5.7.3 The design development of alternative uses for the indoor bowls centre has been restricted by the height of the existing structure and with no viable method of modifying the building to increase the height, the three identified options would require replacing the existing building with a new build.
- 5.7.4 In view of the additional costs associated with the requirement for a new build, SLC has designed a fourth option in consultation with the Council's leisure operator, SLM and the project team. This option seeks to provide a lower cost alternative to a new build by reconfiguring the existing structure to provide a series of multi-use activity spaces for pre-school gymnastics, martial arts, group exercise, children's fitness, GP Exercise Referral and sports-specific functional training.
- 5.7.5 Outdoor facility developments including Adventure Golf, a High Ropes course and enhanced adventure play areas and woodland sensory garden have been designed and strategically located on the site to complement the wider range of facilities.

6 CAR PARKING

6.1 Introduction

- 6.1.1 As part of this study consideration has been given to current patterns of use of the existing parking on the site and potential future parking demand associated with the different development options.
- 6.1.2 MLM Consulting Engineers were appointed to undertake a Traffic, Parking and Access Study for the site, the findings of which are summarised in this section. The full report is included in Appendix 4.
- 6.1.3 The findings of the Traffic, Parking and Access Study have been used to inform the amount of additional parking required on site.

6.2 Baseline Conditions

- 6.2.1 The site is served by a main vehicular access from Horseshoe Lane and has a total of 445 car parking spaces spread across different parking areas on the site. These parking areas are shown on drawing no. 1075-11 Access and Circulation including Parking and serve Woodside Leisure Centre and Athletics Stadium, the existing indoor bowls centre, the existing cricket pavilion and depot buildings and existing sports pitches on Woodside Playing Fields.
- 6.2.2 The cycling, walking and public transport infrastructure near the site was reviewed as part of the study and it was concluded that there are a number of opportunities for users to travel to the site sustainably which could help to alleviate pressure on parking.
- 6.2.3 There is one main point of general vehicle access into the site in the form of a priority T-junction with access taken from Horseshoe Lane located to the north of the Leisure Centre. A secondary vehicle access is located to the south of the Astroturf pitches – this is an emergency vehicle access which also provides access to a standalone property on-site. There are two-way vehicle flows across the majority of the site with a one-way vehicle loop in place as you drive towards the top car park by the depot buildings which helps to maintain traffic flow.
- 6.2.4 The site currently has a total of 445 parking spaces located across the site:
- Area 1 (Outside Leisure Centre Entrance) – 12 x disabled, 7 x staff, 3 x 5-minute spaces
 - Area 2 (Lower Car Park) – 140 x standard
 - Area 3 (Near Stadium Entrance) – 10 x standard, 4 x mini-bus, 2 x coach bays
 - Area 4 (Inside Stadium) – 5 x standard, 2 x disabled
 - Area 5 (Middle Car Park) – 76 x standard, 2 x disabled
 - Area 6 (Bowls Car Park) – 5 x standard
 - Area 7 (Top Car Park) – 173 x standard, 4 x disabled
 - **Total – 409 x standard, 20 x disabled, 7 x staff, 4 x mini-bus, 3 x 5-minute, 2 x coach bays.**
- 6.2.5 The car park is operated by Watford Borough Council with gates usually opening at 6:30am from Monday to Friday and 7:30am on Saturday and Sunday and closing at 11:30pm each day. There are no time restrictions on duration of stay, although there is a £50 fine for vehicles left overnight.

- 6.2.6 There is an additional overflow car park located south of the ATP, accessed via the restricted vehicle access route past the bungalow which is available for occasional use.
- 6.2.7 Consultation with SLM suggests that there are a number of parking problems caused by the current unequal usage of the different parking areas across the site, with the car parking areas nearest to the Leisure Centre often fully occupied and the top car park underutilised.
- 6.2.8 Automatic Number Plate Recognition (ANPR) surveys were undertaken from Monday 19th February 2018 for seven days to determine a baseline position for current parking levels and a profile of arrivals and departures.
- 6.2.9 Although these survey dates were selected as they are believed to represent a typical week of activity across the site during the winter months, it should be noted that this can only provide a snapshot of use during one particular week. It does not provide an indication of typical levels of use at other times of the year or show the impact of large events such as swimming galas or athletics meetings.
- 6.2.10 The survey results show that the car park operates within capacity with a peak parking accumulation during the week of 295 cars parked (66% utilisation) and a peak parking accumulation on weekends of 326 cars parked (9:30am on Saturday – 73% utilisation). The majority of vehicles stay for between 15 minutes and 3 hours.
- 6.2.11 Based on the survey data, there are currently approximately 119 spaces available at the busiest time with more spaces available at other times. This demonstrates that there is currently space capacity within the car park to provide new facilities at the site, albeit there are limitations to what the baseline ANPR survey can tell us about capacity at other times of year or when events are held on site.

6.3 Improvement Proposals

- 6.3.1 The masterplan is proposing a number of improvements / enhancements to the site which have been considered in relation to their impact on car parking. For the purposes of the car park modelling undertaken by MLM, Options 1 and 2 (Trampoline Park and Indoor Activity Centre) are assumed to have the same usage profile and have therefore been combined as Option 1 within their study. The options assessed therefore include:
- Replacement / conversion of the indoor bowls facilities – one of three options:
 - Option 1 – Trampoline Park or Indoor Activity Centre
 - Option 2 – Gymnastics Centre
 - Option 3 – Multi-use Activity Centre.
 - Improved park facilities including enhanced play areas and new café
 - Replacement of the existing cricket club pavilion to create a new Community Sports Hub including function space/community hall
 - Resurfaced ATP
 - High Ropes Course
 - Adventure Golf Course.
- 6.3.2 Proposed car parking improvements included in the masterplan will increase the number of spaces by 242, bringing the total number of spaces on-site to 687. The additional parking

spaces are proposed to be provided across 6 different sections of the site as described below and illustrated in drawing no. 1075-103 Access Improvements:

- Reconfiguration of the top car park to provide additional 21 spaces
- Additional 36 spaces provided north of the outdoor bowls pitch and south of the adventure golf course
- Conversion of the informal overflow car park into a permanent area of hardstanding to provide an additional 120 spaces (requires a reconfiguration of the access within the site)
- Additional 16 spaces to the east of the indoor bowls facility
- Additional 6 spaces to the south of the indoor bowls facility
- Additional 43 spaces to be provided to the east of the ATP near to the entrance into the Leisure Centre.

6.3.3 The proposals also include a number of footways and zebra crossings throughout the site to increase connectivity between the car parking areas and facilities as illustrated in drawing no. 1075-103 Access Improvements.

6.4 Trip Attraction and Impacts

6.4.1 The potential impact in terms of the number of vehicles and parking demand generated by each development option has been assessed as part of this study.

6.4.2 A programme of expected users for the development proposals was developed by SLC based on an understanding of typical patterns of use. This looks at distinct programmes for winter and summer in order to distinguish between the grass pitches in use at different times of year – i.e. football and cricket, and different levels of outdoor activity.

6.4.3 Reference was made by MLM to the Trip Rate Information Computer System (TRICS™) database in order to estimate the proportion of users who would typically arrive by car for each facility type based on weekday and weekend data. This information was applied to the programme of expected users in order to understand the total number of vehicle arrivals expected for each facility.

6.4.4 As the TRICS™ database only has a limited range of land uses, a number of assumptions have been made for those facilities which are not included in the database.

6.4.5 Vehicle numbers associated with the existing facilities which are being lost or replaced as part of the proposals (i.e. indoor bowls facility, ATP and cricket pavilion) have also been deducted from the existing baseline based on a programme of expected users for these facilities and users per vehicle assumptions.

6.4.6 An allowance has also been made for users arriving and departing either side their activity. Sessions are typically assumed to be an hour in duration with the exception of activities such as matches, fixed length training sessions or functions for which the users are assumed to remain for the duration of the booking.

6.4.7 Table 5 shows the expected additional daily vehicle arrivals for each option taking into account the loss / replacement of facilities. This shows that Friday is expected to be the busiest day in terms of additional vehicle arrivals.

Table 5: Expected Additional Daily Vehicle Arrivals for Each Option

Activity	MON	TUES	WED	THUR	FRI	SAT	SUN
Option 1 (Winter)	430	486	490	436	575	490	431
Option 1 (Summer)	453	516	518	466	598	530	410
Option 2 (Winter)	610	666	670	616	755	458	346
Option 2 (Summer)	640	711	705	661	785	543	519
Option 3 (Winter)	749	805	809	755	894	508	406
Option 3 (Summer)	779	850	844	800	924	593	579

- 6.4.8 The expected daily profile of the number of vehicles has been applied to the ANPR baseline survey data to understand the impact that the additional facilities may have on future parking conditions on site.
- 6.4.9 Table 6 summarises the peak parking accumulation for each day for the different options. The percentage utilisation has been based on the provision of 687 parking spaces on site.

Table 6: Peak Parking Occupancy

Activity	MON	TUES	WED	THUR	FRI	SAT	SUN
Option 1 (Winter)	351 (51%) 17:45	335 (49%) 18:45	311 (45%) 17:45	320 (47%) 16:45	298 (43%) 19:30	367 (53%) 10:45	345 (50%) 11:00
Option 1 (Summer)	361 (53%) 17:45	340 (49%) 18:45	323 (47%) 17:45	320 (47%) 16:45	311 (45%) 19:30	372 (54%) 10:45	350 (51%) 10:45
Option 2 (Winter)	382 (56%) 17:45	368 (54%) 18:45	342 (50%) 17:45	352 (51%) 16:45	328 (48%) 19:45	397 (58%) 10:45	351 (51%) 10:45
Option 2 (Summer)	400 (58%) 17:45	388 (56%) 18:45	362 (53%) 17:45	376 (55%) 17:45	340 (49%) 19:45	402 (59%) 10:45	366 (53%) 10:15
Option 3 (Winter)	414 (60%) 17:45	408 (59%) 18:45	374 (54%) 17:45	375 (55%) 17:45	356 (52%) 19:45	389 (57%) 10:45	344 (50%) 10:45
Option 3 (Summer)	432 (63%) 17:45	430 (63%) 18:45	394 (57%) 17:45	408 (59%) 17:45	369 (54%) 19:45	394 (57%) 10:45	358 (52%) 10:15

- 6.4.10 As shown in Table 6, Monday early evening for Option 3 (summer) would have the highest parking demand with 432 vehicles parked, resulting in a parking utilisation of 63%.
- 6.4.11 The analysis shows that there is expected to be sufficient capacity within the proposed parking on site to accommodate the peak parking demand associated with all three development options.
- 6.4.12 This should, however, be understood in the context of the analysis being based on a winter baseline position and without taking account of the impact of large scale events.
- 6.4.13 Due to the restrictions on the second vehicle access route into the site, access into the site cannot be significantly improved. The additional footways provided throughout the site

would improve access between facilities and parking areas to make the whole site more accessible and encourage better utilisation of different parking areas.

6.5 Models for charging

- 6.5.1 A number of parking charges have been analysed by MLM to help discourage long stay users whilst still making it affordable for people who use the facilities. This would also generate income to support future development at the site and will increase the availability of parking for users at the site through the displacement of inappropriate long stay parking.
- 6.5.2 A review of the surrounding public car parks was also undertaken in order to understand existing parking charges in North Watford.
- 6.5.3 The model of charging would need to be reasonable for people using the facilities otherwise it may impact the number of people travelling to the site and may lead to parking overspill onto surrounding roads. For the purposes of the study it has been assumed that a charge of 70p for 3 hours would be levied for the users of the site. Long stay users would have to pay an all-day parking charge of £5. It is assumed that a Pay & Display system would be installed at the car park with manual enforcement by a parking warden. The costs for these have not been factored in to the figures.
- 6.5.4 The potential revenue that could be generated by parking charges based on the proposed development options is summarised in Table 7.

Table 7: Potential Revenue from Parking Charges

Activity	MON	TUES	WED	THUR	FRI	SAT	SUN	Week Total
Option 1 (Winter)	£391	£401	£406	£374	£558	£409	£331	£2,870
Option 1 (Summer)	£412	£426	£429	£400	£581	£443	£315	£3,006
Option 2 (Winter)	£554	£550	£555	£529	£733	£383	£265	£3,569
Option 2 (Summer)	£582	£587	£584	£567	£762	£454	£398	£3,934
Option 3 (Winter)	£681	£665	£671	£648	£868	£424	£312	£4,269
Option 3 (Summer)	£708	£702	£700	£686	£897	£495	£444	£4,632

6.6 Summary

- 6.6.1 A parking, traffic and access study has been undertaken by MLM Consulting Engineers for the future development of the Woodside Playing Fields site. The site currently provides a total of 445 car parking spaces and ANPR surveys undertaken in February 2018 show that the on-site car parks currently operate within capacity with a peak parking accumulation of 73% - equivalent to 119 available spaces at the busiest time.
- 6.6.2 The February 2018 survey reflected a winter baseline position upon which the analysis is based. The survey is unable to provide an indication of typical levels of use at other times of the year or show the impact of large events such as swimming galas or athletics meets.
- 6.6.3 SLC advise that a full Traffic Impact Assessment would likely be required to support any future planning application, and this would need to analyse parking requirements at different times of the year and on days where large scale events are happening such as athletics meetings or swimming galas. It would also need to explore further the impact of traffic movement to and from the site from Horseshoe Lane and assess whether any traffic control measures are required to ensure suitable access and egress.

- 6.6.4 An assessment of expected use has been based on a number of assumptions relating to expected facility use, users per vehicle, session duration and parking overlap between activities.
- 6.6.5 The proposed redevelopment of the site will provide an additional 242 spaces resulting in a total provision on site of 687 spaces. There is predicted to be sufficient capacity within the proposed parking on site to accommodate the peak parking demand associated with all three development options, although this should be understood in the context of the analysis being based on a winter baseline position. The maximum level of occupancy within this context is predicted to be 63%. The level of parking proposed on site is expected to ensure that the car park can operate effectively during large events as well as for day to day use.
- 6.6.6 Better signage would help to direct users to the correct car park for the facility they intend to use and facilitate a more even use of the car parking areas on site. A better walking route between the top car park and the Leisure Centre would also be beneficial so that people are more willing to park further away from the facility.
- 6.6.7 A parking charge of 70p for 3 hours and £5 all day could be implemented. Whilst this provides potential additional revenue to the site and discourage long-stay parking, it will have an impact upon existing and future users of the site and may have a detrimental impact upon the use of facilities and subsequent income streams. This approach would therefore require further consultation with the leisure operator SLM. They would likely claim a variation to the management fee as a result of such measures unless there was a system whereby leisure centre users are able to reclaim the parking fee upon entry.

7 SITE MASTERPLAN

7.1 Introduction

7.1.1 The facilities described in Section 5 Options Development together with the information contained in Section 6 Car Parking have been drawn together to form a site-wide masterplan.

7.1.2 The masterplan shows the location of all the proposed indoor and outdoor facility developments and the additional infrastructure required to support these including additional car parking, access improvements, pedestrian routes and landscaping improvements. Supporting text is also provided in this section to describe how the site's identity and legibility will be improved and how the overall masterplan responds effectively to the site's heritage.

7.1.3 The following drawings support the site masterplan and should be viewed in conjunction with the text in this section:

1075-101 Masterplan Option 1 – Trampoline Park/Indoor Activity Centre/ Gymnastics Centre (Masterplan only)

1075-101 Masterplan Option 1 – Trampoline Park/Indoor Activity Centre/ Gymnastics Centre (Key only)

1075-101 Masterplan Option 1 – Trampoline Park/Indoor Activity Centre/ Gymnastics Centre (Full Key)

1075-101 Masterplan Option 1 – Trampoline Park/Indoor Activity Centre/ Gymnastics Centre (Work Items)

1075-101 Masterplan Option 1 – Trampoline Park/Indoor Activity Centre/ Gymnastics Centre (Work Items Keyed)

1075-102 Masterplan Option 2 – Indoor Bowls Centre Retained and Converted (Masterplan only)

1075-102 Masterplan Option 2 – Indoor Bowls Centre Retained and Converted (Key only)

1075-102 Masterplan Option 2 – Indoor Bowls Centre Retained and Converted (Full Key)

1075-102 Masterplan Option 2 – Indoor Bowls Centre Retained and Converted (Work Items)

1075-102 Masterplan Option 2 – Indoor Bowls Centre Retained and Converted (Work Items Keyed)

7.2 Access

Vehicular Access

7.2.1 There is only one vehicular access to the site. The masterplanning process explored the option of providing additional permanent access from Horseshoe Lane to the south of the Leisure Centre to assist with traffic flow to the site. However, it is understood that there are restrictions on the use of this entrance to only allow emergency access and access to the privately-owned bungalow to the south of the existing ATP.

7.2.2 It is proposed to retain the main access road through the site in its current state. Although consideration was given to providing a two-way road by removing the part one-way system in the vicinity of the depot building and outdoor bowling green, this would have inevitably

increased road width and reduced the potential for car parking. It would have also meant providing passing spaces on the straight section of the old drive which would have had a negative visual impact.

- 7.2.3 The masterplan has not identified any changes to the current entry/exit on Horseshoe Lane. The Council is likely to require a full Traffic Impact Assessment to support any future planning application which may identify requirements and recommendations for additional traffic controls on Horseshoe Lane.

Pedestrian Access

- 7.2.4 Although the site is well served by entrances, there are few paths across the site, as noted by the Green Flag report, presenting a barrier to access and use, particularly by wheelchair users. The following key proposals will improve and make safer pedestrian access throughout the site linking existing and proposed facilities as well as improving links to surrounding residential developments:

- Footpath from the Leisure Centre adjacent to the access road up to the proposed café
- Footpath adjacent to the cul de sac from Horseshoe Lane to the south of the existing ATP and then linking with the footpath adjacent to the access road
- A new ramped path from the existing path/cycleway south of the athletics track up the hill towards the community sports hub
- New informal rolled gravel paths from the southern entrances around the playing fields and around cricket pitch – these could include a trim trail or further outdoor gym equipment
- New signs at key points of pedestrian routes across the site including directional and interpretation
- New cycle stands at entrances to the community sports hub and café.

- 7.2.5 Whether these links could be made into informal cycle routes, would be subject to further consideration and design development and should be subject to input by an access consultant.

- 7.2.6 In addition, it is proposed, in accordance with the Green Flag assessment 2017, that a sustainable travel plan is developed to encourage non-car users to visit the site.

7.3 Site Identity and Aesthetics

- 7.3.1 The site's lack of overall identity has been noted by a number of previous studies and the lack of a coherent connection between the collection of buildings and open spaces is an unwelcome feature.

- 7.3.2 As part of the masterplan, the following works are proposed to help address this issue:

- Provide welcoming and attractive entrances and settings to the refurbished stable block/café and new community sports hub building
- Unify signage, furniture and boundary treatments and visually link with Athletics Club entrance
- Improve the appearance of the site through removing visual clutter
- Rationalise and unify site furniture

- Rationalise and unify lighting the development of a lighting strategy
- Rationalise and unify directional and interpretation through the improvement of interpretation strategy
- Create visibility between different areas of the site and maximise long range views
- Create new feature entrance gates
- Rationalise bedding areas and ad hoc planting areas
- Enhance existing green infrastructure and screening planting
- In addition to a rebranding exercise as part of the proposed future investment.

7.4 Conservation and Heritage

7.4.1 One of the major strengths of the site is its heritage, which is unusual for a major recreational and sporting facility. The masterplan aims to conserve and enhance this heritage whilst improving facilities and access. This has achieved through the masterplanning by:

- Conserving the locally listed buildings and repurposing them to form improved activity space, changing rooms, Ranger's office and Café overlooking a courtyard garden / events space
- Conserving the historic trees across the site including Alban Wood, Woodside Lodge garden and parkland trees
- Maximise the sites history through the provision of interpretation which encompasses:
 - Woodside Lodge and its importance as an historical manor house and farm
 - Interpretation of the surviving stable block
 - A tree trail including Woodside Lodge garden and parkland trees
 - Forming an interpretation trail for the ancient semi-natural woodland and Local Nature Reserve of Alban Wood.

7.5 Masterplan Options

7.5.1 In selecting the mix of facility developments to inform the overall site masterplan, the Council requested that two separate options were drawn up.

7.5.2 Option 1 includes all of the proposed developments including a new build to replace the existing indoor bowls centre with a Trampoline Park / Indoor Activity Centre or Gymnastics Centre.

7.5.3 Option 2 provides a lower cost option where the indoor bowls centre structure is retained but converted into a Multi-Use Activity Centre and the adjacent Adventure Golf course is removed.

7.5.4 These two masterplan options are shown in Figure 13 and Figure 14 below and a Drawing Register listing all masterplan drawings is provided in Appendix 7. **A full set of all masterplan drawings have been provided separately from this report.**

Figure 13: Option 1 Masterplan



Figure 14: Option 2 Masterplan



8 DEVELOPMENT COSTS AND BUSINESS PLANNING

8.1 Introduction

- 8.1.1 The development costs of the investment options together with comprehensive and robust revenue business plans are critical to the financial viability of the masterplan.
- 8.1.2 SLC through its Associate Cost Consultants, Castons, has developed budget estimates for each of the investment proposals described in Section 4.2.4, details of which are provided in this section. Castons are a specialist leisure cost consultant and develop costings using recently tendered schemes rather than relying on benchmarked rates to provide the most accurate, up to date estimates possible.
- 8.1.3 SLC has also developed high-level revenue business plans for each investment proposal to provide the Council with a clear understanding of its future likely position in terms of an operational surplus or deficit, as a result of the investments.
- 8.1.4 It should be noted that, whilst the resurfacing of the existing ATP is being considered as part of this masterplan, the development cost and revenue implications of this investment have already been accounted for within SLM’s financial submission as part of their successful bid for the leisure management contract. SLM have already committed to resurfacing the ATP as part of their contract and any additional revenue generated by the pitch will be retained by them as part of their management fee arrangement with the Council.

8.2 Development Costs

- 8.2.1 The development cost (construction and associated professional fees based at current cost) for each investment proposal are provided in Table 8. Full versions of the budget estimate for each proposal including an elemental breakdown of costs and details of all assumptions and exclusions are provided in Appendix 5.

Table 8: Development Cost Estimates

Investment Proposal	Development Cost Estimate
Community Sports Hub	£3,054,630
Alternative Use of Indoor Bowls Centre Option 1 – Trampoline Park	£5,999,900
Alternative Use of Indoor Bowls Centre Option 2 – Indoor Activity Centre	£4,842,600
Alternative Use of Indoor Bowls Centre Option 3 – Gymnastics Centre	£4,700,000
Alternative Use of Indoor Bowls Centre Option 4 – Multi-Use Activity Centre	£1,570,000
Park Café	£204,971
High Ropes	£260,000
Adventure Golf	£305,500
Adventure Play Areas and Woodland Sensory Garden	£405,500
Site wide Hard Surfacing, Fencing, Signage, Street Furniture, Landscaping etc.	£1,045,200
Car parking incl. lighting and paving	£904,800

- 8.2.2 **The total cost of all investments including Option 1 (the most expensive option for alternative use of the indoor bowls centre) is c. £12.2M and for Option 4 (the cheapest option for alternative use of the indoor bowls centre) is c. £7.75M.**

8.3 Revenue Business Plans

- 8.3.1 SLC has developed 15-year revenue business plans for the investment proposals at Woodside Playing Fields. The business plans calculate an operation surplus / deficit based exclusively on revenue income and expenditure and factor in the developments costs with an assumed financing cost of 3% (prudential borrowing) to provide the Council with a figure showing the overall return on investment of each option if they are funded through borrowing.
- 8.3.2 If the Council is able to fund all or some of these investments from other sources without borrowing e.g. from reserves or Section 106 contributions, then the 3% financing cost can be removed or reduced, thereby improving the return on investment.
- 8.3.3 15-years is considered to be a suitable period over which to develop the business plans for the investment proposals given that the investments are expected to have a lifespan of at least 15 years.
- 8.3.4 Where possible, SLC has used existing financial data provided by the Council, research, benchmarking against similar facility types, industry knowledge and experience-based forecasting to inform the development of the business plans and establish the likely additional income that will be generated by each investment.
- 8.3.5 The business plans include an assessment of all additional expenditure associated with the new facilities including 'below the line' costs such as operator profit and support costs where appropriate.
- 8.3.6 The business plans assume a standard, fixed management fee arrangement with an operator rather than any profit share arrangement. The only exceptions to this are the park café and high ropes course for which a concessions contract between the Council and an operator is assumed, and the Community Sports Hub where it has been assumed to be operated by a non-profit making community sports association or club.
- 8.3.7 The operational surplus position is based on the residual amount of surplus income after all costs (including 'below the line' costs such as central support costs and retained profit) have been covered. Inflation is applied to income and expenditure for each investment proposal at an annual rate of 2%.
- 8.3.8 The business plans developed by SLC are a robust, independent assessment of projected income and expenditure based on industry knowledge and benchmarking of similar developments including key ratios on central support costs and retained profit levels.
- 8.3.9 Any projected operational surplus and return on investment shown within this section are indicative and designed to provide a high-level business case for investment.
- 8.3.10 A summary of the approach and key figures for each proposal is provided below and full versions of the business plans are included in Appendix 6.

8.4 Investment Proposal Business Plans

- 8.4.1 The business plans developed for the investment proposals are based on projections for the additional income and expenditure to be generated by the new or improved facilities and, where relevant, the current income lost through the replacement of existing facilities.

- 8.4.2 The business plans for each of the investment proposal have been developed independently, to enable each of them to be considered in terms of their financial performance and subsequent return on investment.
- 8.4.3 At this stage, a revenue business plan has not been developed for Option 4 for the conversion of the indoor bowls centre into a multi-use activity centre. SLM, the leisure operator in consultation with whom the scheme was devised, is not prepared to commit to any projection of additional surplus levels without fully assessing the market capacity for additional provision and the potential impact on the existing Woodside Leisure Centre operation.
- 8.4.4 All of the additional income projections, with the exception of those being considered as concessions contracts, have been profiled to allow for a growth period in Years 1 and 2 before reaching maturity or 'steady state' by Year 3. The additional income is assumed to be 70% of mature income for Year 1 and 85% for Year 2.

Community Sports Hub

- 8.4.5 Projections for the additional income generated by the Community Sports Hub are based on an enhanced programme of functions and community event hires, based on the greater appeal of the redeveloped facility, and the annual rent from Watford Town Cricket Club for their clubhouse facility.
- 8.4.6 An additional 20 hours of off-peak hires per week at £15 per hour and 8 hours of peak hires per week at £75 per hour generate an additional £45,000 per annum (based on 50 active weeks each year). Additional income is also generated through the bar, with profit levels assumed at 30% of turnover, based on 2 functions per week with bar access and £500 turnover per function. Bar profit generates an additional £15,000 income per year.
- 8.4.7 The additional expenditure projections take account of the increased staffing costs to cover bookings, administration and cleaning (1.5 FTE's at £20,000 each) and an assumed increase in operational cost at 15% of additional income (maintenance, utilities etc.)

Replacement for Indoor Bowls Centre Option 1 – Trampoline Park

- 8.4.8 Projections for the additional income generated by a new build indoor trampoline park on the site of the existing indoor bowls centre are based on an estimated number of peak and off-peak visits per week based on the facility being active for 50 weeks of the year.
- 8.4.9 An estimated 375 off-peak visits per week with an average yield of £9.00 and 300 peak visits per week with an average yield of £12.00 generate an additional income of £348,750 per annum. Further additional income is generated through an average of 10 children's parties per week with an average yield of £200 per party. This generates a further £100,000 of income per annum.
- 8.4.10 Secondary sales are estimated at 15% of visit income generating a further £67,313 per annum.
- 8.4.11 The additional expenditure projections take account of staffing requirements at a total cost of £146,000 per annum and operational costs estimated at 15% of income.
- 8.4.12 The current income received in rent for the existing indoor bowls centre (£23,800 per annum) has also been deducted from the additional income projections, as this would be lost as part of the redevelopment of the site.
- 8.4.13 For the purposes of the financial modelling, it has been assumed that the trampoline park would be operated by SLM through a variation to the new leisure management contract.

‘Below the line’ costs such as central support costs and retained profit have therefore been factored in to the business plan.

Replacement for Indoor Bowls Centre Option 2 – Indoor Activity Centre

8.4.14 Projections for the additional income generated by a new build indoor activity centre on the site of the existing indoor bowls centre are based on an estimated number of weekend and weekday visits per week across the range of available activities based on the facility being active for 50 weeks of the year as follows:

- **Trampoline area** – 175 weekday visits with an average yield of £9.00 per visit and 140 weekend visits with an average yield (or income per visit) of £12.00
- **Clip n Climb** – 175 weekday visits with an average yield of £13.00 per visit and 140 weekend visits with an average yield of £16.00
- **Bouldering** – 125 weekday visits with an average yield of £9.00 per visit and 100 weekend visits with an average yield of £12.00.

8.4.15 Additional income generated by the visits outline above amounts to a total of £504,750 per annum. Further income is projected to be generated through an average of 15 children’s parties per week with an average yield of £200 per party, generating a further £150,000 of income per annum.

8.4.16 Secondary sales are estimated at 10% of visit income generating a further £65,475 per annum.

8.4.17 The additional expenditure projections take account of staffing requirements at a total cost of £209,500 per annum and operational costs estimated at 15% of income.

8.4.18 The current income received in rent for the existing indoor bowls centre (£23,800 per annum) has also been deducted from the additional income projections, as this would be lost as part of the redevelopment of the site.

8.4.19 For the purposes of the financial modelling, it has been assumed that the indoor activity centre would be operated by SLM through a variation to the new leisure management contract. ‘Below the line’ costs such as central support costs and retained profit have therefore been factored in to the business plan.

Replacement for Indoor Bowls Centre Option 3 – Gymnastics Centre

8.4.20 Projections for the additional income generated by a new build dedicated gymnastics centre on the site of the existing indoor bowls centre are based on an estimated membership income which provides users with access to gymnastics courses and sessions run by SLM, and rental income from a local elite gymnastics club which gives them exclusive access to the facility on 3 weekday evening per week.

8.4.21 Membership income is estimated at £432,000 per annum based on 1,200 members at an average yield of £30 per member per month. The rental income from the gymnastics club is estimated to generate an additional £15,000 per annum.

8.4.22 Expenditure projections take account of staffing requirements as a proportion of income (45% - £201,150 per annum), operational costs at a rate 15% of income per annum (£67,050) and equipment replacement costs at a rate of 2% per annum (£3,200).

8.4.23 The current income received in rent for the existing indoor bowls centre (£23,800 per annum) has also been deducted from the additional income projections, as this would be lost as part of the redevelopment of the site.

8.4.24 For the purposes of the financial modelling, it has been assumed that the gymnastics centre would be operated by SLM through a variation to the new leisure management contract. 'Below the line' costs such as central support costs and retained profit have therefore been factored in to the business plan.

Park Café and High Ropes Course

8.4.25 Projections for the additional income generated by the new park café and High Ropes course are based on an assumed concession contract payment being made to the Council for the operation of the facilities.

8.4.26 The concession rate for the park café, payable by the operator to the Council, has been estimated at £25,000 per annum which we understand is in line with similar arrangements for other park cafés in Watford. It is assumed that operational costs are the responsibility of the operator. Landlord costs, in terms of repairs and maintenance etc. have been estimated at £7,500 per annum.

8.4.27 The concession rate for the High Ropes course, payable by the operator to the Council has been set at £40,000 per annum based on industry benchmarks. It is assumed that operational costs are the responsibility of the operator. Landlord costs, in terms of repairs and maintenance etc. have been estimated at £7,500 per annum.

Adventure Golf Course

8.4.28 Projections for the additional income generated by a new adventure golf course at Woodside Playing Fields are based on an estimated number of peak and off-peak visits per week based on the course being active for 50 weeks per year. An estimated 75 off-peak visits per week with a yield of £7.50 each and 150 peak visits per year with a yield of £9.00 each generate an additional annual income of £95,625.

8.4.29 Additional income is generated through an average of 5 children's parties per week with an average yield of £150 per party. This generates a further £37,500 of income per annum.

8.4.30 The additional expenditure projections take account of staffing requirements (2 FTE's at £20,000 each) and additional operational costs as a proportion of income (maintenance, utilities, admin etc. – estimated at 12% of income).

8.4.31 For the purposes of the financial modelling, it is assumed that the adventure golf course would be operated by SLM alongside either of the options for alternative use of the indoor bowls centre. 'Below the line' costs such as central support costs and retained profit have therefore been factored in to the business plan.

8.5 Business Plan Summary

8.5.1 15-year business plans are shown in Appendix 6 for each of the investment proposals. These include the additional income and expenditure generated by each proposal together with proportionate additional central support costs and operator profit using industry benchmarked ratios where appropriate.

8.5.2 The business plans also include the annual repayments which would be required to support prudential borrowing for the development cost of each investment proposal (set out in Table 8). These repayments are set at an assumed capital financing rate of 3%.

- 8.5.3 For each investment proposal and combination of options, the projected operational surplus generated, the capital repayment requirements and the return on investment is provided as a 15-year total and an annual average in Table 9.
- 8.5.4 The business plans do not currently include any income or expenditure associated with the introduction of car park charging at the site as explored in the Traffic, Parking and Access Study undertaken by MLM and described in Section 6 Car Parking.
- 8.5.5 This shows that whilst all of the investment proposals generate an operational surplus, not all provide a return on investment once capital repayment costs are included. The Community Sports Hub and all three new build replacement options for the indoor bowls centre fail to generate sufficient operational surplus to cover the capital repayment costs over a 15-year period, largely as a result of the high development costs involved.
- 8.5.6 The high development cost of the Community Sports Hub (c.£3M) and relatively low operational surplus expected from this facility means that the improved revenue position will not be sufficient to pay back the capital costs over 15 years. This is to be expected given the nature of use and the mix of facilities supporting local sports clubs rather than driving high levels of income and profit.
- 8.5.7 The high development costs of the new-build Options 1 – 3 for alternative use of the indoor bowls centre (c.£4.7M to £6M) means that despite the significantly improved revenue position, it is unlikely to be sufficient to pay back the capital costs over 15 years. The viability of these schemes would improve in the event that the Council are able to meet some of the development costs through other sources or are willing to pay back the borrowing over a longer time period. Such options would need to be explored as part of the Council’s funding strategy for the project.
- 8.5.8 Option 4 has a much lower development cost (£1.57M) and although the Council and SLM have not yet agreed a business plan for this option and therefore provide a return on investment figure, SLC believe that it is likely to generate enough surplus to support the financing costs over 15 years and even provide a positive return on this investment.

Table 9: Business Plan Summary

Investment Proposal	Development Cost	Operational Surplus		Capital Repayment		Return on Investment	
		15-year total	Annual Average	15-year total	Annual Average	15-year total	Annual Average
Community Sports Hub	£3,054,630	£371,598	£24,773	£3,838,138	£255,876	-£3,466,540	-£231,103
Park Café	£204,971	£302,635	£20,176	£257,545	£17,170	£45,090	£3,006
High Ropes	£260,000	£562,036	£37,469	£326,690	£21,779	£235,346	£15,690
Adventure Golf	£305,500	£960,018	£64,001	£383,860	£25,591	£576,158	£38,411
Option 1 – Trampoline Park	£5,999,900	£3,256,535	£198,820	£7,538,867	£502,591	-£4,282,331	-£285,489
Option 2 – Indoor Activity Centre	£4,842,600	£4,585,640	£305,709	£6,084,721	£405,648	-£1,499,081	-£99,939
Option 3 – Gymnastics Centre	£4,700,000	£1,426,398	£95,093	£5,905,544	£393,703	-£4,479,146	-£298,610

9 MANAGEMENT OPTIONS

9.1 Introduction

- 9.1.1 As described in previous sections, one of the key weaknesses of the Woodside Playing Fields site is that it lacks a coherent and co-ordinated identity. The series of different sports facilities on the site share a common space but operate independently of each other, contributing to an overall offer that is fragmented.
- 9.1.2 The masterplanning of the site has helped to address this in terms of built facilities, improved access and linkages, wayfinding etc. but there also needs to be consideration of the site's management model to help strengthen its identity and maximise its future potential as a Strategic Sports Site.
- 9.1.3 This section identifies some of the options for future management arrangements which the Council may wish to explore with stakeholders such as SLM, Watford Town Cricket Club, Watford Boxing Club, Watford Athletics Club, Watford Youth Sports FC and Veolia.

9.2 Community Sports Hub

- 9.2.1 The new Community Sports Hub will provide facilities for the cricket, boxing and football clubs and local community groups and organisations. The cricket club currently has secured use of the existing cricket pavilion and the boxing club occupies space within the existing depot building. These two clubs are therefore likely to remain priority users of the new Community Sports Hub.
- 9.2.2 Other users of the existing facilities include Watford Youth Sports FC (through agreement with the cricket club for use of the pavilion and junior pitches on the cricket outfield) and a range of local adult football teams using the changing rooms in the existing depot building and pitches on Woodside Playing Fields.

Management Model Option 1 – Community Sports Association

- 9.2.3 There is an opportunity to develop a new Community Sports Association (CSA) to manage the Community Sports Hub, comprising of some or all of the clubs that use the site. Under a CSA, the clubs would retain their identity and autonomy in relation to individual club matters but come together under the umbrella of the CSA to ensure effective management of the facilities.
- 9.2.4 The CSA can be structured in different ways but generally consist of a Management Board of representatives from the different clubs and other potential stakeholders. CSAs are governed by a Constitution or Terms of Reference jointly agreed and entered into by the member clubs.
- 9.2.5 The development of CSAs is part of a national drive, supported by Sport England, to promote community-owned and led multi-sport hubs. By pooling resources of member clubs, many CSAs have been able to build capacity across the wider organisation and lever in external funding to support facility developments or sports development programmes.
- 9.2.6 This joined-up approach secures year-round use of the built facilities and promotes cross-fertilisation between member clubs, particularly between winter and summer sports, thereby helping to support player numbers (something that sports clubs are traditionally struggling with.)

9.2.7 Consultation with the Secretary of Watford Town Cricket Club has revealed that he believes the club are willing to share facilities with other sports clubs but that the club would not be prepared to enter into a shared management arrangement. However, this may not necessarily be a view shared by the wider club committee and further consultation should be undertaken to explore this further.

Management Option 2 – Status Quo

9.2.8 Maintaining the current management arrangements may be possible by dividing the building into sections with different stakeholders (Cricket Club, Boxing Club and Veolia) being responsible for different areas.

9.2.9 Watford Town Cricket Club are the most established user of the facilities at Woodside Playing Fields having been based there for over 60 years. They have occupied the existing cricket pavilion under a lease from the Council and currently independently manage the facility which includes a bar and social/function space. Veolia are responsible for managing the depot buildings and for maintenance of the cricket pitches and outfield.

9.2.10 The cricket club are keen to maintain control of the cricket facilities in any new building and one option may be to offer a new lease to the club to cover designated areas of the Community Sports Hub (bar/lounge area, kitchen, cricket changing facilities etc.) The community hall may also form part of this arrangement.

9.2.11 The Boxing Club could operate the boxing gym and associated facilities under a lease arrangement and Veolia could continue to manage the changing rooms as part of their grounds maintenance contract.

9.2.12 The weakness of this approach is that it would do little to promote a joined-up approach as each party would be largely operating in isolation and it would not address the current fragmented management of the site. The Council would need to manage three separate arrangements with three separate groups.

Management Option 3 - SLM

9.2.13 The Council is soon to begin a new 15-year partnership with SLM for management of Woodside Leisure Centre and Athletics Stadium. One further option may therefore be to include the management of the Community Sports Hub as part of SLM's new contract.

9.2.14 SLM are one of the largest and most established leisure centre operators in the country and can offer high levels of capability and capacity in sport and leisure facilities management. They have an established presence on site through the local management team who are supported by a regional contract team and head office personnel.

9.2.15 Such an arrangement would benefit from strong facilities management expertise with specialist maintenance, health and safety and catering support. However, the revenue position for the Council is likely to be weaker as SLM will charge for the services as opposed to the facility being managed by volunteers (as per options 1 and 2.)

9.3 Alternative Use of Indoor Bowls Centre and Adventure Golf

9.3.1 SLC believes that the most viable management model for the operation of a trampoline park or indoor activity centre / multi-use activity centre would be for this facility to be added to the leisure management contract with SLM. This would include operation of the Adventure

Golf course which is complementary to this new facility and can be easily supervised due to its adjacent location on site.

9.3.2 SLM have an established management team, staffing structure and comprehensive operating systems at Woodside Leisure Centre which could easily be extended to oversee the new facility.

9.3.3 This approach would ensure that the new facility complements rather than conflicts with the leisure centre activities and contributes to a more joined-up offer across the wider site. Indeed, if the Council selected an alternative operator, SLM could legitimately object by citing the 'Competing Facilities' clause within the leisure management contract which protects them from being negatively impacted upon by a Council-sponsored development. Irrespective of this clause, it would not be within the spirit of the partnership to seek an alternative provider and would damage the relationship with SLM.

9.3.4 The terms of any variation to the leisure management contract to include the new facility would need to be carefully worked through. It may be that the terms of the existing contract can simply be extended to incorporate the new facility but the impact upon the management fee will need to be negotiated with SLM. This negotiation should be on the basis of open-book accounting to ensure the Council has full visibility of all calculations and assumptions that support SLM's business plan for the new facility.

9.4 High Ropes and Café

9.4.1 The majority of high ropes courses are managed by specialist operators such as Go Ape. The nature of the activity is such that it requires specialist expertise to ensure safe operation.

9.4.2 There are some examples of leisure operators managing high ropes courses e.g. Places for People Leisure in Horsham, West Sussex and GLL in Taunton, although SLC are not aware of any such facilities being operated by SLM.

9.4.3 SLC recommend that the Council consult with SLM initially to explore their appetite for operating such a facility but then engage with specialist operators to test the market more widely. It is likely that the Council would need to run a short procurement process to select both a designer / manufacturer of the facility and an operator, potentially both at the same time through a design, build and operate tender process.

9.4.4 It is assumed that the new park café would be offered to the market on a concession basis in accordance with the Council's approach to other successful café arrangements such as those at Cassiobury Park.

9.5 Summary

9.5.1 In considering options for the future management of facilities at Woodside Playing Fields, the Council will need to ensure a strong and sustainable revenue position, high quality facilities and services and a fully integrated and co-ordinated offer across the whole site.

9.5.2 The varying nature of the facilities on site means that it is likely to require a blend of management arrangements to achieve this.

9.5.3 As part of the implementation of the masterplan the Council will need to undertake further consultation with stakeholders to explore the management options described above. This should be undertaken in a carefully planned manner in order to ensure positive engagement.

10 CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS

10.1 Introduction

- 10.1.1 The masterplanning project for Woodside Playing Fields has identified a series of proposed facility developments which will achieve the Council's aspiration of establishing it as a Strategic Sports Site.
- 10.1.2 This section of the report provides a summary of the key conclusions from the masterplanning exercise, recommendations to the Council and the required next steps.

10.2 Conclusions

- 10.2.1 A summary of the conclusions of the masterplanning process is provided below.
- a. A RIBA Stage 2 masterplan has been drawn up for Woodside Playing Fields to include:
- The development of a new Community Sports Hub providing facilities for Cricket, Football and Boxing and a new multi-purpose community hall
 - Full refurbishment of the existing depot buildings as part of the new Community Sports Hub together with the provision of a new park café, Ranger's office and outdoor courtyard for café seating and events
 - Four separate options for a complementary alternative use of the indoor bowls centre designed to generate much-increased participation in physical activity, particularly by children young people, based upon a needs analysis and knowledge of the local market
 - Additional outdoor activities including Adventure Golf, High Ropes course and enhanced toddler and junior play areas to help create a destination site and encourage longer visit duration
 - Additional parking based on a Traffic, Parking and Assessment Study allowing for increased throughput to the site as a result of the facility developments
 - Improved pedestrian access and signposting throughout the site to create a more coherent visitor journey.
- b. The options for alternative use of the indoor bowls centre are limited by the relatively low height of the existing building. It is not feasible to raise the height of the existing building and so three options have been developed for a new build replacement:
- Option 1 – Trampoline Park
 - Option 2 – Indoor Activity Centre
 - Option 3 – Gymnastics Centre.
- A fourth, lower-cost option has been developed through consultation with the Council's leisure operator, SLM, which involves the retention and conversion of the existing building structure to provide a series of multi-use activity spaces that are not reliant upon increased ceiling height:
- Option 4 – Multi-Use Activity Centre.
- c. The masterplan is supported by budget estimates of the capital cost for each facility development. **The total cost of all developments including Option 1 (the most expensive**

option for alternative use of the indoor bowls centre) is c.£12.2M and for Option 4 (the cheapest option for alternative use of the indoor bowls centre) is c.£7.75M.

- d. High-level business plans have also been developed for the Community Sports Hub, additional outdoor activities and Options 1 to 3 for alternative use of the indoor bowls centre which shows the likely impact on the Council's revenue position for each development. These capital and revenue costings provides a subsequent return on investment figure for each of these developments over an assumed 15-year period based on the Council financing the schemes through prudential borrowing.
- e. A business plan has not yet been developed for Option 4 as SLM wish to explore this further to ensure the proposed facility mix is complementary to the offer at Woodside Leisure Centre and does not have any detrimental effect upon income streams at this site. The final facility mix for Option 4 and subsequent business plan will therefore need to be agreed with SLM at the next stage.
- f. The high development cost of the Community Sports Hub (c. £3M) and relatively low operational surplus expected from this facility means that the improved revenue position will not be sufficient to pay back the capital costs over 15 years. This is to be expected given the nature of use and the mix of facilities supporting local sports clubs rather than driving high levels of income and profit.
- g. The high development costs of the new-build Options 1 – 3 for alternative use of the indoor bowls centre (c.£4.7M to £6M) means that despite the significantly improved revenue position, it is unlikely to be sufficient to pay back the capital costs over 15 years.
- h. Option 4 has a much lower development cost (£1.57M) and although the Council and SLM have not yet agreed a business plan for this option, SLC believe that it is likely to generate enough surplus to support the financing costs over 15 years and even provide a positive return on this investment.
- i. The viability of these schemes would improve in the event that the Council are able to meet some of the development costs through other sources or are willing to pay back the borrowing over a longer time period. Such options would need to be explored as part of the Council's funding strategy for the project.
- j. A Traffic, Parking and Access Study has been undertaken by specialist travel planners MLM, as requested by the Council. This work has informed the additional requirements for parking on the site based on an automated survey of *existing* traffic flow and parking patterns on site together with an assessment of projected *future* additional users as a result of the new facilities.
- k. The automated survey showed that when considering all of the existing car parking across the site, it currently operates within capacity with a peak parking accumulation of 73%. The additional projected number of users modelled against the additional 242 car parking spaces proposed in the site masterplan brings the peak parking accumulation down to 63%. However, these accumulation figures are based on a single week in February during which there were no significant events happening at either the leisure centre or athletics stadium. The projected available capacity is therefore likely to be much less when large scale events such as athletics meetings or swimming galas are happening.
- l. A more detailed analysis of parking requirements at different times of the year and on days when large scale events are happening, would be required as part of a full Traffic

Impact Assessment to support any future planning application. Such an assessment would also need to explore further the impact of traffic movement to and from the site from Horseshoe Lane and assess whether any traffic control measures are required to ensure suitable access and egress.

- m. The Traffic, Parking and Access Study has also provided some high-level modelling of possible car park charging based on projected use of the site. Whilst this provides potential additional revenue to the site, it will have an impact upon existing and future users of the site and may have a detrimental impact upon the use of facilities and subsequent income streams. This approach would therefore require further consultation with the leisure operator SLM who would likely claim a variation to the management fee as a result of such measures unless there was a system whereby leisure centre users are able to reclaim the parking fee upon entry.

10.3 Recommendations and Next Steps

10.3.1 The recommendations arising from the masterplan and feasibility study are as follows:

- a. The Council should adopt the proposed masterplan to include all development proposals including Option 4 Multi-Use Activity Centre.
- b. The Council should use the adopted masterplan as the basis of further consultation on the proposed developments with key identified stakeholders including Watford Town Cricket Club, Watford Boxing Club, regular football users, SLM and Veolia.
- c. The Council should consult further with SLM to agree the final facility mix and business plan for the Multi-Use Activity Centre.
- d. The Council should develop a funding strategy to explore options for delivery of the proposed masterplan.
- e. The Council should consult with selected stakeholders regarding future potential management models including the option of forming a new Community Sports Association.

APPENDICES

11 APPENDIX 1: SUPPLY AND DEMAND ASSESSMENT

11.1.1 SLC has undertaken an assessment of the local supply of potential facilities within a specified drive time catchment in order to provide some context in terms of local competition and to help inform the long list of options.

11.1.2 The assessment is based upon a high-level review of the demographic composition of the catchment population around Watford Woodside and a desktop audit of similar facilities which are then mapped using SLC's Insight GIS Mapping tool to show each facility's location within a specified drive time.

11.1.3 For the purposes of this exercise, a 20-minute drivetime catchment has been used which is considered to be an appropriate travel time for the type of facilities included in the assessment.

11.1.4 In support of the supply and demand analysis, SLC has undertaken an audit of local facilities that could potentially be accommodated on site and that are complementary to the wider activity offer. Included in this audit are the following facility types:

- Soft Play
- Indoor Trampoline Park
- Indoor Climbing
- Indoor Skate Park
- Other Indoor Activity centres, including snow sports and laser.
- Gymnastic Centre
- Adventure Golf
- Outdoor High Ropes Course
- 3G Artificial Turf Pitches (3G ATPs).

11.2 Demographic Review

11.2.1 A demographic review has been undertaken to inform our understanding of the likely demand for the facilities under consideration as part of this assessment. The review examines the demographic composition of the population within a 20-minute drive time catchment area.

11.2.2 Key indicator demographics which will be considered for each catchment are age (based on ONS 2015 mid-year estimates), ethnicity (2011 Census – Ethnicity), socio-economic status (2011 Census – National Statistics Socio-economic Classification[NS-SeC]) and mobility (2011 Census – car or van ownership).

Age of Catchment Populations

11.2.3 The age structure of the catchment population is shown in Figure 15. Regional and national (England) data has also been included as a point of comparison. Figure 16 displays the catchment area population prediction for 2027 based on ONS

Figure 15: Age of Catchment Population 2015

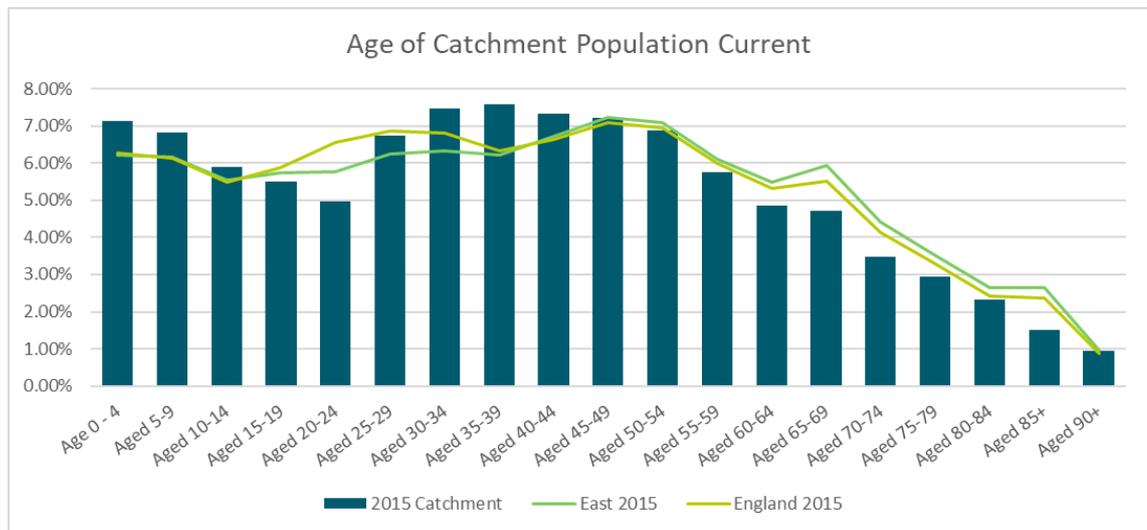
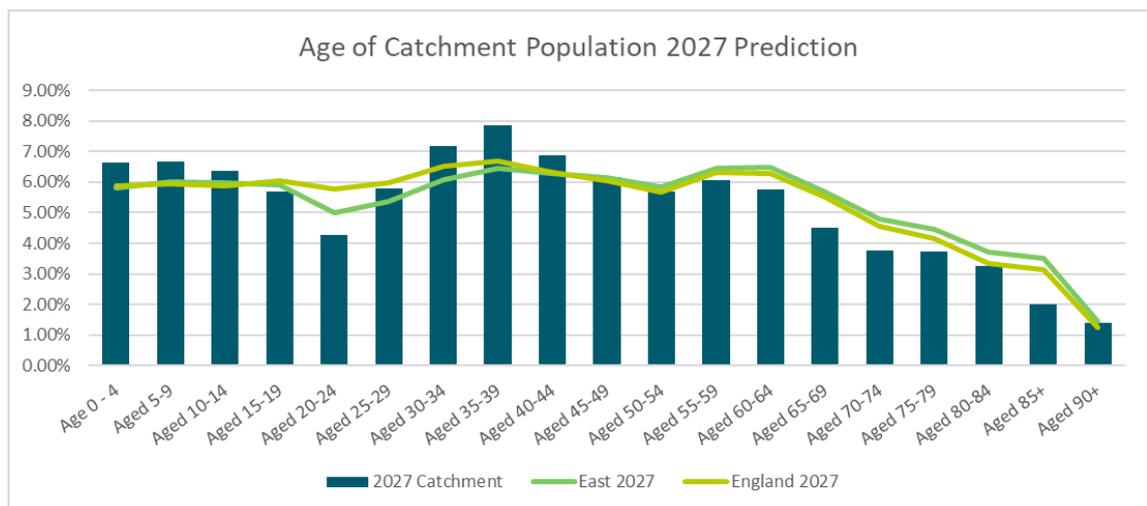


Figure 16: Age of Catchment Population 2027 Prediction

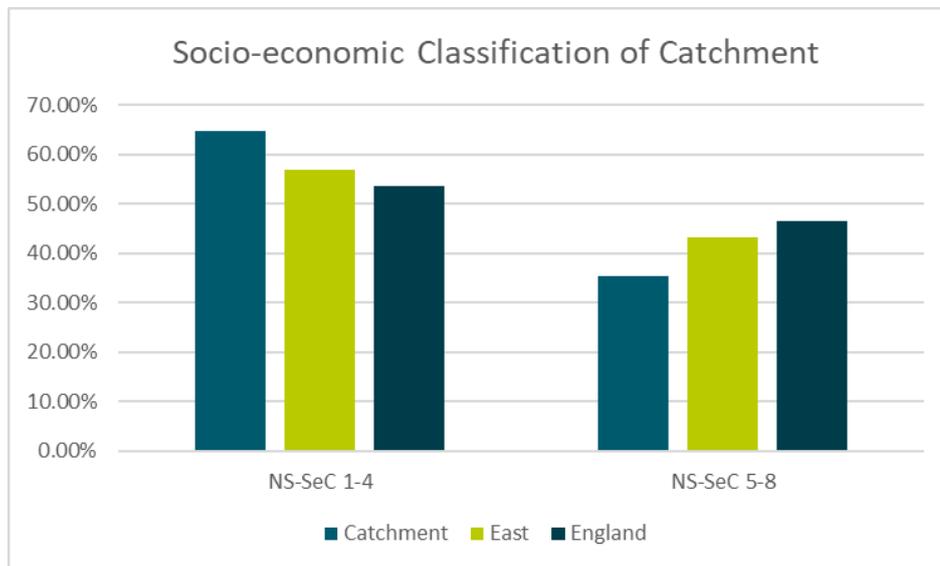


11.2.4 Figure 15 demonstrates that the catchment has a higher proportion of 0-14 year olds and 30-44 year olds than the regional and national average. This is also the case in the 2027 population predictions, this is represented in Figure 16.

Socio-economic status

11.2.5 The socio-economic classification of the working age population with the catchment areas is shown in Figure 17. This provides an indication of the relative levels of affluence that can be expected within the catchment area, and therefore the likelihood of residents having significant levels of disposable income to spend on leisure activities.

Figure 17: Socio-economic classification of catchment

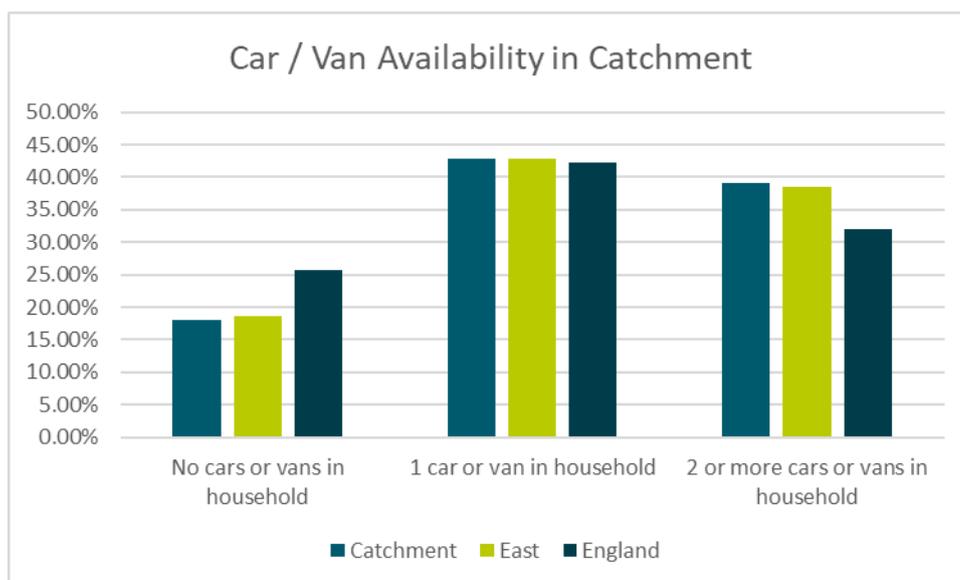


11.2.6 Figure 17 shows that in the catchment, the proportion of residents who fall within NS-SeC groups 1-4 is significantly above the regional and national average. This suggests that there are relatively high levels of affluence within the catchment, which means residents will have higher than average levels of disposable income. These groups are also more likely to be regular participants in sport, leisure and physical activity pursuits.

Mobility

11.2.7 Figure 18 shows level of car ownership within the catchment. This provides an indication of the ability of residents within the catchments to travel to access leisure facilities.

Figure 18: Car/Van availability in catchment



11.2.8 Car ownership within the catchment is slightly higher than both the regional and national averages. Only 18% of households do not have a car or van.

11.3 Indoor Facility Supply

11.3.1 **Soft Play** *Error! Reference source not found.* and **Error! Reference source not found.** display the location and information of soft play centres within a 20-minute drive time catchment.

Figure 19: Provision of Soft Play Centres within Woodside Catchment

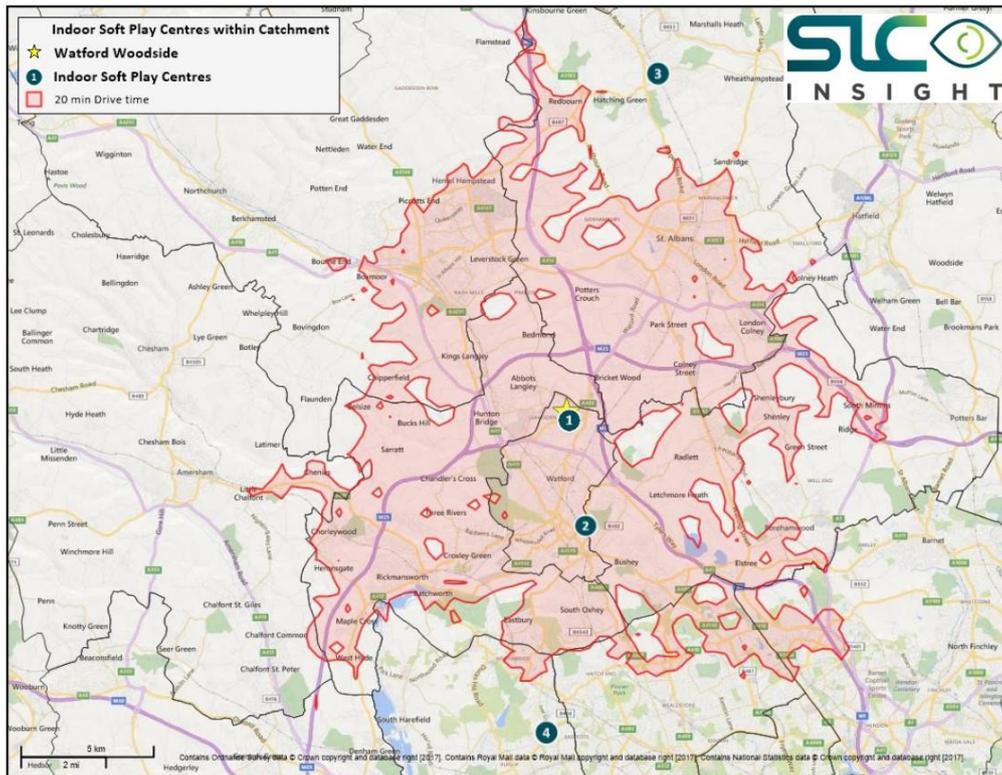


Table 10: Facility Key for Figure 19

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	Gambado Watford	Watford (WD25 7JZ)	Adjacent to Watford Woodside	Three levels full of slides, swings, cargo nets and giant rollers
2	Parents Paradise	Bushey (WD23 2NZ)	4 miles	Play centre is for children up to the age of 11. Bounce pad, slide, go-karts and shooting gallery
3	Big Space Indoor Play Centre	Harpenden (AL5 1PW)	10 miles	300 square meters of adventure play structure
4	Jungle Monkeyz	Pinner (HA5 2PZ)	11 miles	unique soft play area for infants and toddlers. 3 tier play structure & adventure zone.

11.3.2 This exercise has revealed a total of 2 soft play facilities within a 20-minute drive time, with 2 further facilities located just outside. One of the facilities, Gambado Watford, is located adjacent to Watford Woodside.

11.3.3 Whilst undertaking the audit of the soft play facilities SLC discovered that a mobile inflatable, soft play experience operates out of Watford Woodside Leisure Centre on Sunday Mornings. This will have an impact on the soft play market.

Indoor Trampoline Parks

11.3.4 SLC has also undertaken an audit of indoor trampoline parks within a 20-minute drive time catchment. Figure 20 and Table 11 display the location of these facilities.

11.3.5 Whilst there are no indoor trampoline parks located within the catchment, there is one site located just outside in St Albans. Given this relatively low level of local supply, SLC are confident there is an opportunity to explore the provision of this type of facility at Woodside.

Figure 20: Provision of Indoor Trampoline Parks within Woodside Catchment

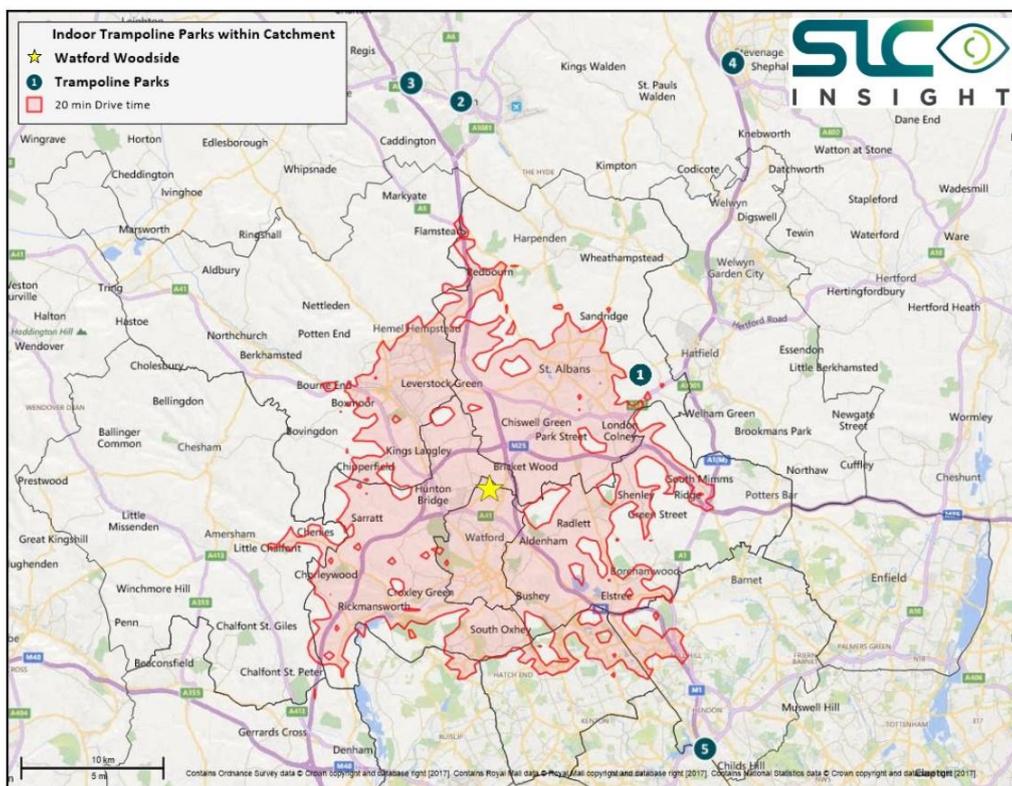


Table 11: Facility Key for Figure 20

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	Gravity Force	St Albans (AL4 0JJ)	9 miles	Main court includes over 60 interconnected trampolines
2	Jump Arena Luton	Luton (LU1 2NB)	15 miles	Over 100 interconnected trampoline beds, 2 dodgeball courts, air bags and foam pits
3	Orbital Trampoline Park	Luton (LU4 8EZ)	16 miles	41,000 sq ft warehouse. 100s of interconnected trampolines and features a dodgeball area and battle beam
4	Air Space Stevenage	Stevenage	20 miles	20,000 sq ft trampolines

	Site Name	Location	Approx. distance to Watford Woodside	Notes
		(SG1 2UA)		
5	Flip Out Brent Cross	(Brent Cross) NW2 6LW	15 miles	Olympic-standard trampolines, foam pits and laser maze

11.3.6 In addition, these facilities are more traditional, instructor-led climbing facilities rather than the more child-oriented ‘clip and climb’ type facility. The XC centre does have a ‘Bouldering’ facility.

Indoor Activity Centre

11.3.7 There are two indoor skate parks within the catchment, as well as one laser activity centre and one winter sports activity centre.

11.3.8 Figure 21 displays the provision of climbing centres, indoor skate parks and other indoor activity centres within the 20-minute drive time catchment. Table 12 provides the detail of each facility.

11.3.9 There are three climbing centres within the catchment. One is located at Watford Central Leisure Centre and another is located at the XC centre. The XC centre also consists of an indoor skate park, indoor caving and a high rope course.

11.3.10 In addition, these facilities are more traditional, instructor-led climbing facilities rather than the more child-oriented ‘clip and climb’ type facility although the XC centre does have a ‘bouldering’ facility.

11.3.11 There are two indoor skate parks within the catchment, as well as one laser activity centre and one winter sports activity centre. This demonstrated the existing provision of potential indoor activities that could be located at Watford Woodside.

Figure 21: Provision of Indoor Activity Centres within Woodside Catchment

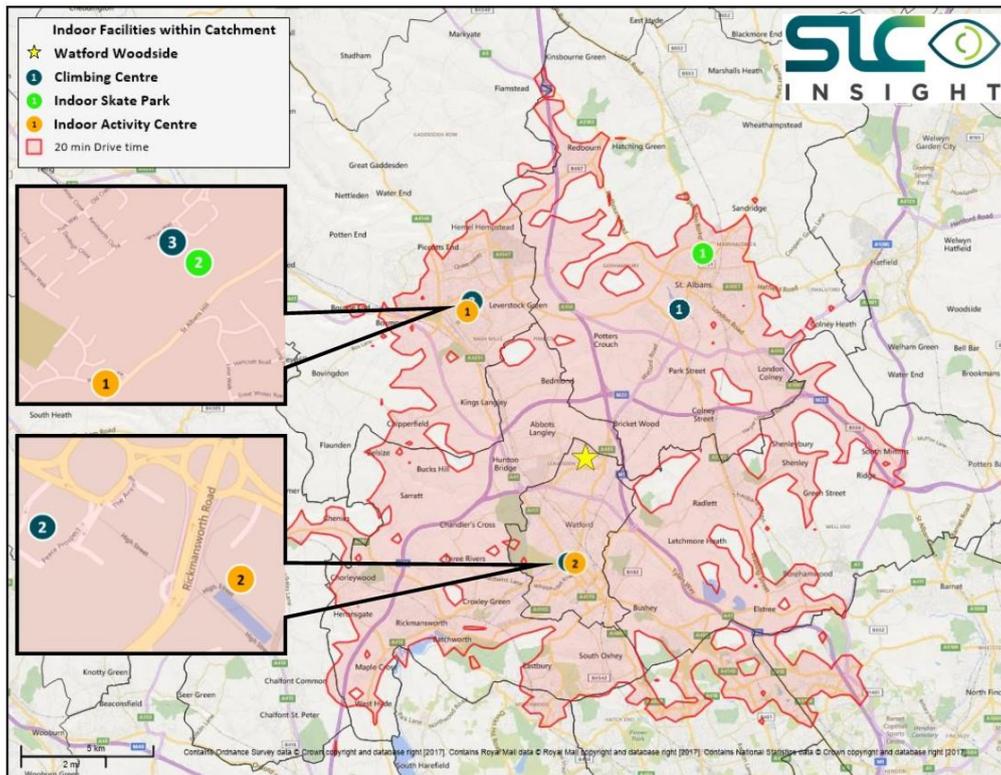


Table 12: Facility Key for Figure 21

	Site Name	Location	Approx. distance to Watford Woodside	Notes
Climbing Centres				
1	High Sports St Albans	St Albans (AL1 2DL)	5 miles	Traditional Climbing
2	Watford Central	Watford (WD17 3HA)	3 miles	Traditional Climbing
3	XC	Hemel Hempstead (HP2 4JS)	6 miles	Traditional Climbing and Bouldering
Indoor Skate Parks				
1	The Pioneer Club	St Albans (AL3 5AY)	7 miles	Oldest indoor skate park in the UK. skateboard, scooters and in-line skates (no BMX). Registered charity - relies on income and donations.
2	XC	Hemel Hempstead (HP2 4JS)	6 miles	Only covered concrete pool and bowl complex in the UK
Indoor Activity Centres				

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	The Snow Centre	Hemel Hempstead (HP3 9NH)	6 miles	Indoor Snowboarding and Skiing
2	Laser Planet Watford	Watford (WD17 1NA)	3 miles	Laser tag

Gymnastics Centres / Facilities

- 11.3.12 Figure 22 shows the distribution of gymnastic centres and facilities used for gymnastics within a 20-minute drive time catchment of Woodside Playing Fields. The assessment identified two dedicated gymnastic centres and 27 other facilities used for gymnastics in the catchment area.
- 11.3.13 The facilities identified are distributed relatively evenly across the catchment area. Whilst there are many facilities used for gymnastics suggesting that there is excellent accessibility, these facilities provide an inferior offer in comparison to a dedicated gymnastics facility.
- 11.3.14 Table 13 provides a facility and key features of each gymnastics centre identified in the catchment area. Notably, there is a dedicated gymnastics facility close to Woodside Playing Fields (facility numbered as 1). However, this facility is used only by Dolphina Gymnastics Club so is inaccessible for many gymnastics clubs in the area. This suggests there is still opportunity for an additional gymnastics facility in Watford which could cater for other gymnastic clubs in the area.
- 11.3.15 Table 14 provides a facilities and key features of the identified facilities used for gymnastics in the catchment. These facilities mainly consist of schools and sports centres which would provide some multi-use space for gymnastics activity. This is a different and more inferior offer to the proposed gymnastics centre but is still useful to understand the supply and demand for gymnastics space in the catchment area.
- 11.3.16 For further analysis, Table 15 demonstrates the high number of gymnastic clubs within an 8-mile radius. SLC chose a radius of 8 miles as this equates approximately to the catchment area used for identifying competing facilities near Watford Woodside Playing Fields. Positively, this suggests that there are a number of clubs who would potentially use a dedicated gymnastics facility if there was one available rather than the facilities they are currently using which provide a more limited offer.
- 11.3.17 Overall, the analysis demonstrates a positive picture for the demand for a gymnastics centre in Watford. Whilst there are two dedicated facilities within the area, these only serve a small number of clubs and therefore not very accessible. There are a high number of clubs currently using alternative non-specialist facilities that could benefit from a dedicated gymnastics centre.

Figure 22: Gymnastic Centres / Facilities within Woodside Catchment

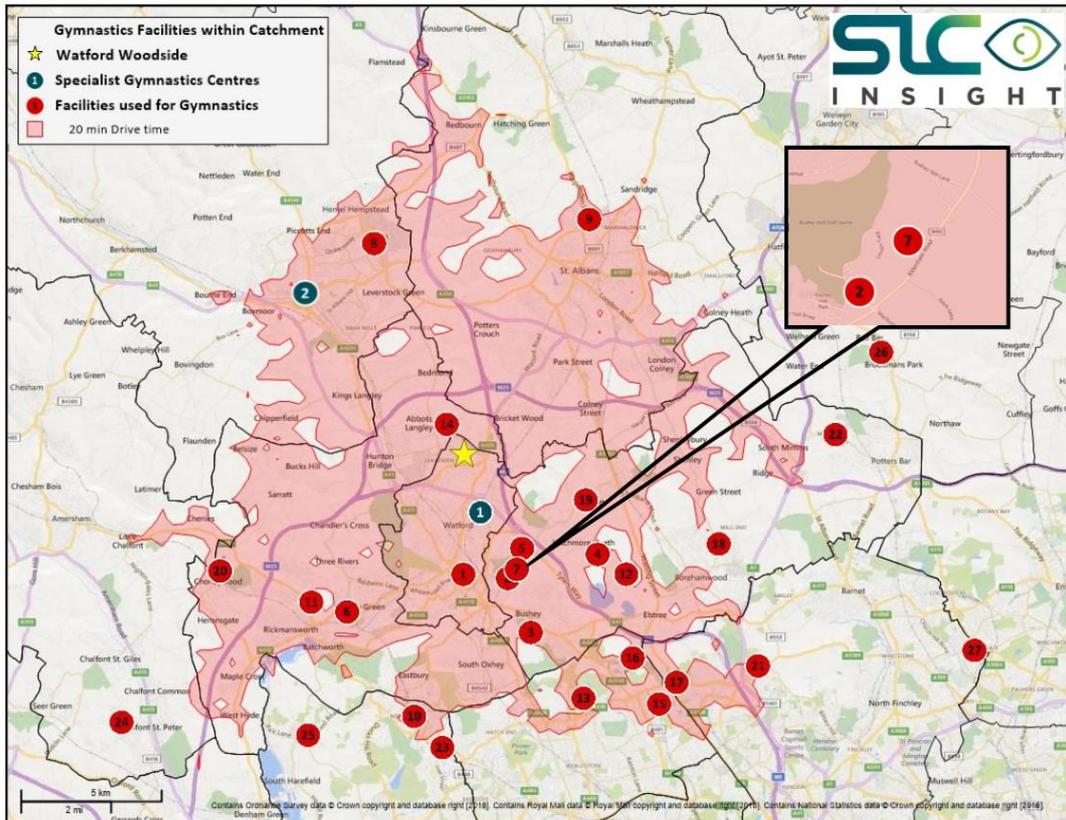


Table 13: Facility Key for Figure 22 - Dedicated Gymnastic Centres

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	Dolphina Gymnastic Centre	WD24 7GP	WD24 7GP	First permanent purpose-built facility in Watford
2	Hemel Hempstead Sports Centre	HP1 1JS	HP1 1JS	Purpose-built gymnasium on the side of the Sports Centre

Table 14: Facility Key for Figure 22 - Facilities used for Gymnastics

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	YMCA	WD17 2RT	5.2 miles	Watford Gymnastics Club based at YMCA
2	Bushey Grove Leisure Centre	WD23 2TD	4.1 miles	4 court sports hall
3	St.Margarets School Sports Centre	WD23 1DT	6 miles	Large Main Hall and multi-purpose studio
4	Aldenham School Sports Centre	WD6 3AJ	5.3 miles	50 x 26 metre Sports Hall and dance studio
5	Hartspring Lane Community Centre	WD23 2BJ	3.2 miles	Main hall

	Site Name	Location	Approx. distance to Watford Woodside	Notes
6	Rickmansworth Secondary School	WD3 3AQ	8 miles	Sports hall / studio used for gymnastics
7	Queens' School	WD23 2TY	4 miles	Sports hall
8	Hemel Hempstead Mark Road	HP2 7BW	7 miles	Pre-school, toddler and recreational classes only
9	St Albans Girls School	AL3 6DB	7.2 miles	34m x 18m sports hall and dance studio
10	St Helen's School Sports Centre	HA6 1AF	12.1 miles	35m x 19m sports hall and dance studio
11	Princess Marina Sports Complex	WD3 4HF	8.4 miles	Sports hall / studio
12	Haberdashers' Aske's Boys' School	WD6 3AF.	6.5 miles	Double size Sports Hall. Secured planning permission for indoor space upgrade to include gymnasium
13	Bentley Wood High School	HA7 3JW	8.2 miles	Sports Hall
14	One YMCA	WD5 0GU	1.2 miles	Main hall
15	North London Collegiate School	HA7 4SQ	10 miles	26m x 18m sports hall and dance studio
16	Aspire Leisure Centre	HA7 4AP	11 miles	Sports hall
17	One Stonegrave Community Centre	HA8 8BN	9 miles	Two large halls
18	Hertswood Academy	WD6 5LG	11 miles	New sports centre opening in 2019 – upgraded sports hall.
19	Radlet Gym Club	WD7 8LU	5 miles	n/a
20	Chorleywood The Scout Hut	WD3 5QL	10 miles	n/a
21	Mill Hill County High School	NW7 4LL	11 miles	Sports hall
22	Furzeffield Centre	EN6 3BW	10 miles	Sports hall
23	Northwood School	HA6 1QN	11 miles	4 court sports hall
24	The Chalfont Community College	SL9 8TP	13 miles	Gymnasium
25	Harefield Academy	UB9 6ET	12 miles	Dance studio with sponge matting ideal for gymnastics
26	Chancellors School	AL9 7BN	13 miles	Intermediate & Senior Training
27	Ashmole Academy	N14 5RJ	16 miles	Sports hall and gymnasium

Table 15: Gymnastic clubs operating within an 8-mile radius of Woodside

	Club Name	Approx. distance to Watford Woodside	Types of gymnastics offered	Notes
1	Dolphina Gym Club	1.1 miles	Women's, Men's, Adult, Tumbling, Disability	1100 members, 20 coaches, 1 regional judge, 30 volunteers and 2 Welfare Officers
2	Airies Gymnastics Club	1.6 miles	Pre-school	Founded in 2017 for children aged 2-12
3	Watford Gymnastics Club	2.5 miles	Pre-school, women's, men's	Small club
4	Radlett Gym Club	2.7 miles	Women's, Men's	n/a
5	Osiris School of Gymnastics	2.8 miles	Acro	Classes on Mondays, Wednesdays and Saturdays
6	High Springers Trampoline & Gymnastics Club	2.9 miles	Gymfit, Women's, Men's, Adult, Trampolining, Myclub, Disability	Founded in 2014 and currently operating from 5 venues. Over 20 coaches, offering 40 classes a week and over 350 members
7	E.J.B Gymnastics Club	4.3 miles	Gymfit, Teamgym	Founded in 2002, classes on weekdays and Saturdays
8	Harefield Gymnastics Academy	4.4 miles	Acro, Disability, Gymfit	Founded in 2006 – gymnasts with national, European international experience
9	Rickmansworth Gymnastics Club	4.8 miles	Women's, Men's	Recreational club of all abilities aged between 5-10
10	Sapphire Gymnastics Club	5.1 miles	Pre-school, Teamgym, Women's, Men's, Adult, Disability	41 gymnasts working in its elite squads and over 1000 in the recreational classes
11	Ministry of Air	5.3 miles	Trampolining, Adult	n/a
12	St Albans Gymnastic Club	5.6 miles	Gymfit, Adult, Myclub, Men's, Women's	Classes on all weekday evenings and a Saturday
13	Stanmore Gymnastics	5.7 miles	Women's, Men's	Classes on Saturday mornings
14	North London Gymnastics Clubs	5.7 miles	Women's, Men's	Classes on Mondays, Tuesdays, Thursdays and Saturdays
15	Elstree School of Gymnastics	5.8 miles	Adult, Acro, Disability	Classes on weekdays and Saturdays

	Club Name	Approx. distance to Watford Woodside	Types of gymnastics offered	Notes
16	StarJump Trampoline Club	5.8 miles	Women's, Men's	Classes on weekdays and Saturdays
17	Northwood Gymnastics	5.9 miles	Women's, Men's, Gymfit	Classes on weekdays and Saturdays
18	Chorleywood Gymnastics Club	6.1 miles	Pre-school	Classes on Monday and Thursdays
19	Harrow Trampoline Club	7 miles	Gymfit, Trampolining, Disability, Adult	For children aged 2yrs +
20	Queensmead Trampoline Club	7 miles	Trampolining	Primarily a competitive club but does offer recreational sessions on Mondays, Fridays & Saturday
21	SAADI Recreational Gymnastics Club	7.2 miles	Pre-school, Women's, Acro, Disability	For boys and girls of all abilities between the ages of 3 and 12
22	Levitation	7.5 miles	Trampolining, Adult, Gymfit, Myclub, Disability	Founded in 2006, Classes on Wednesday, Friday, Saturday
23	Run DMT	7.5 miles	DMT, Adult, Gymfit, Myclub, Disability	n/a
24	Cartwheels Pre-School Gymnastics Club	7.7 miles	Pre-school	Established for 13 years
25	Harrow School of Gym	7.8 miles	Pre-school, Women's, Men's, Adult	Classes on weekdays and Saturdays
26	Potters Bar Gymnastics Club	7.9 miles	Women's	Founded in 1971, classes on Monday, Friday and Saturday
27	Zenith Trampoline Club	7.9 miles	Trampolining, Adult, Disability	Classes on Monday, Friday, Saturday, Sunday
28	Flips Gymnastics Club	8 miles	Acro	Founded in 1985, 180 members
29	Tiger Roll Gymnastics Club	8 miles	Acro	Classes on Sundays

11.4 Outdoor Facility Supply

Adventure Golf

11.4.1 Figure 23 and Table 16 display the location and information of Adventure Golf within a 20-minute drive time catchment.

11.4.2 The audit of adventure golf facilities has revealed that whilst there is one facility located within the catchment, there are no facilities located north of Watford Woodside within the catchment area or just outside.

Figure 23: Adventure Golf Provision within Woodside Catchment

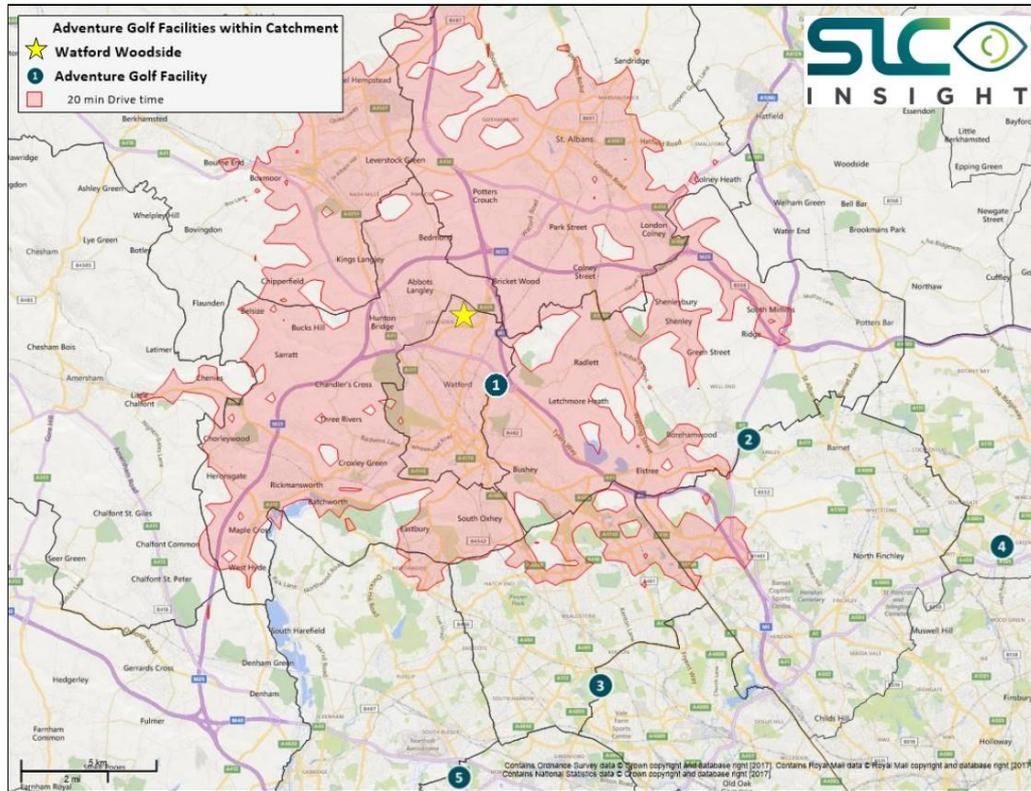


Table 16: Facility Key for Figure 23

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	Topgolf Watford	Watford (WD24 7AB)	3 miles	18 Holes. Floodlit
2	Playgolf	Harrow (HA1 3TZ)	11 miles	9 Holes. Floodlit
3	Dinosaur Safari Adventure Golf	Barnet (EN5 3HW)	12 miles	18 Holes. Floodlit
4	Broomfield Adventure Golf	Palmers Green (N13 4RB)	18 miles	18 Holes
5	Dr Dino’s Dinosaur Escape Adventure Golf	Northolt (UB5 6QZ)	20 miles	18 Holes

High Ropes

11.4.3 There is only one High Ropes facility located within the 20-minute drive time catchment. Figure 24 and Table 17 display details and locations of the individual facilities.

Figure 24: High Ropes Facility Provision within Woodside Catchment

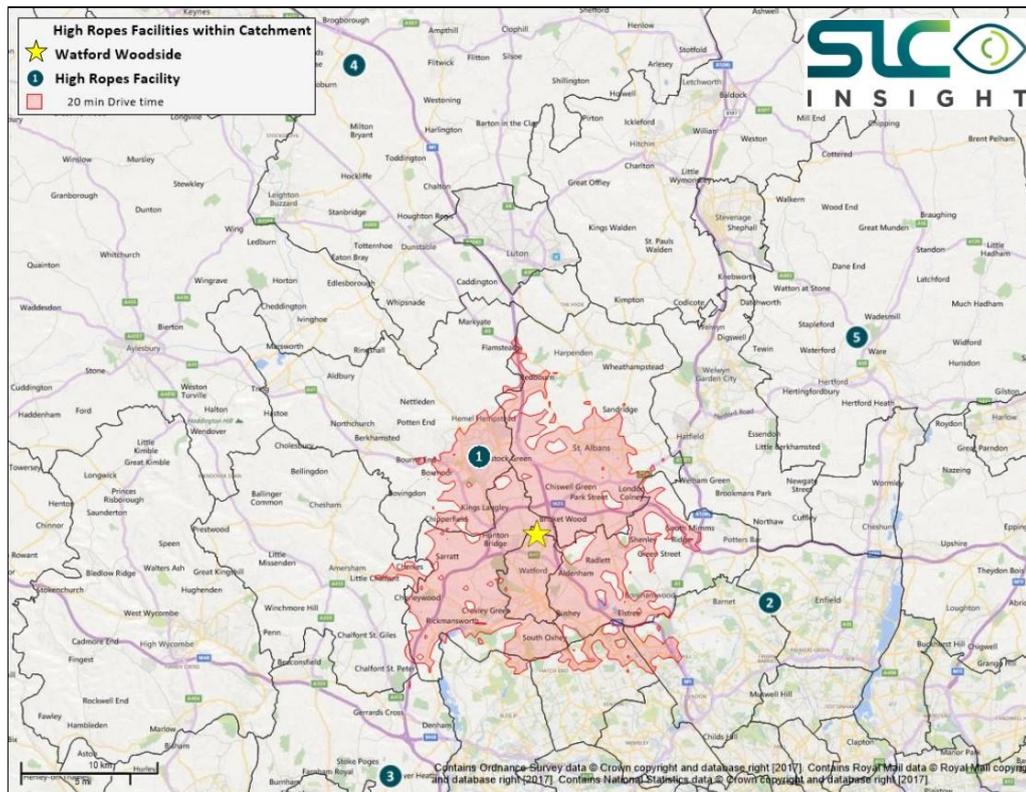


Table 17: Facility Key for Figure 24

	Site Name	Location	Approx. distance to Watford Woodside	Notes
1	XC	Hemel Hempstead (HP2 4JS)	6 miles	Indoor Facility. Situated 12m above the ground around climbing walls.
2	Go Ape - Trent Park	Barnet (EN4 0DZ)	14 miles	Multiple zip line, tarzan swings and rope ladders
3	Go Ape Black Park	Slough (SL3 6DS)	18 miles	Multiple zip line, tarzan swings and rope ladders
4	High Ropes Course Bedford	Milton Keynes (MK17 9QN)	30 miles	Based at Woburn Safari Park.
5	High Ropes Course Ware	Ware (SG12 0ES)	20 miles	Multiple activity centre including High Rope, zip, quad biking, Segway and shooting

11.5 3G Artificial Turf Pitch (ATP) Provision

11.5.1 Third generation Football Turf (3G) or rubber crumb Artificial Turf Pitches (ATPs) are long pile artificial pitches that can withstand high levels of use if properly maintained. 3G is the preferred ATP surface for football and rugby.

- 11.5.2 The demand for 3G ATPs is one of the fastest growing of all sports facilities, and National Governing Bodies are responding to this with new surface and new competition rules. ATPs are also vital for many clubs for training, even if most matches are played on grass.
- 11.5.3 The majority of community demand for ATP time comes from football training and the small-sided senior game. The small-sided game is often unaffiliated and run independently from the Football Association, either on full-sized pitches which have been divided up, or on small-sided pitches.
- 11.5.4 In 2014 The Football Association made the move to allow the use of 3G ATPs in FA competitions subject to them being constructed and maintained to the correct standard. This has further enhanced the growth of these facilities as they can generate further income from weekend daytime use. In order for a facility to be used for match play it must be placed on The FA 3G Register.
- 11.5.5 There are 20 sites with a 3G AGP located within the 20-minute drive time catchment of Watford Woodside. There is a total of 40 pitches located at these sites. The location and information of these sites is displayed in Figure 25 and Table 18.
- 11.5.6 There are 9 Full Size 3G AGPs within the catchment. The majority of sites are small sided facilities.
- 11.5.7 In total, 7 of the facilities are located on The FA's 3G Register which means they are suitable to host affiliated matches on site.

Figure 25: 3G AGP Provision within Woodside Catchment

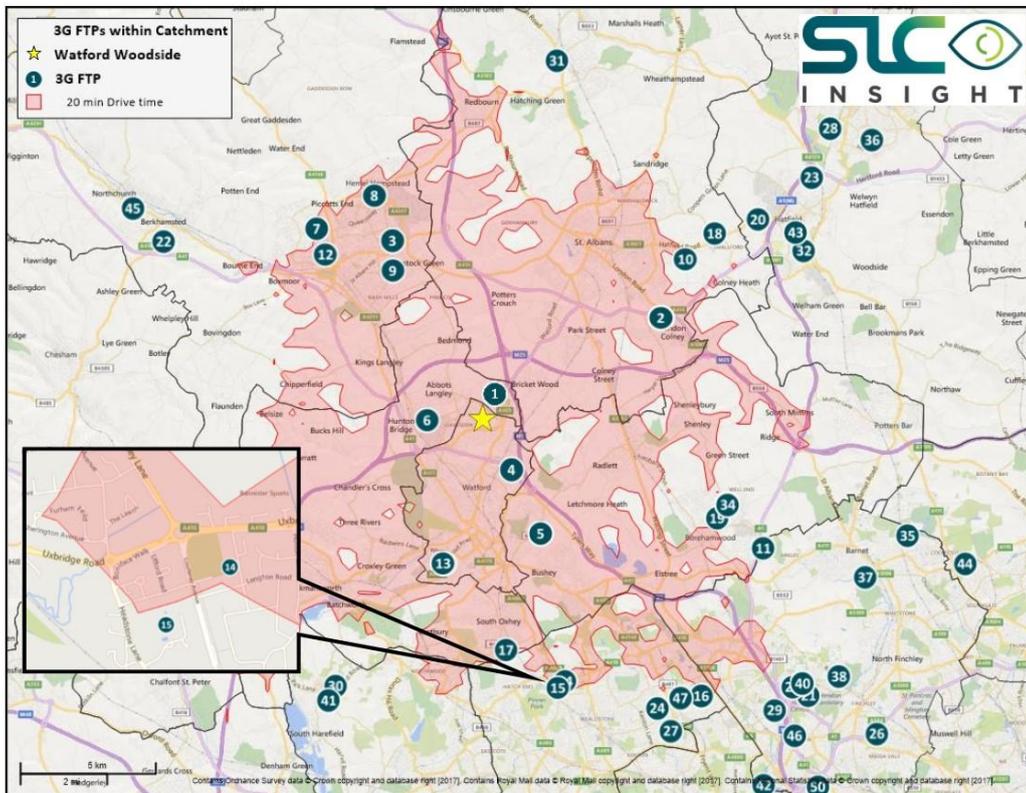


Table 18: Facility Key for Figure 25

	Site Name	Floodlights	Pitches	Access Type	Notes
1	THOMAS PARMITER SPORTS CENTRE	Yes	1	Pay and Play	FIFA 1 Star Full Sized facility (100 x 60). Community access, pay and play booking available. On the FA 3G Register - suitable for match play.
2	COTLANDSWICK LEISURE CENTRE	Yes	9	Pay and Play	8 x 5-a-side and 1 x 7-a-side pitches. Community access, pay and play booking available. 1Life Leisure Centre. On the FA Register - suitable for match play.
3	HEMEL HEMPSTEAD TOWN FC	Yes	2	Sports Club / Community Association	2 x small sided pitches (36 x 20) - Casual booking available through the club website.
4	MERIDEN COMMUNITY CENTRE	Yes	1	Sports Club / Community Association	1 x medium facility (60 x 40). Watford Town FC Community Trust facility - Community accessible facility booking through website. On FA Register.

	Site Name	Floodlights	Pitches	Access Type	Notes
5	POWERLEAGUE (WATFORD)	Yes	10	Pay and Play	10 cages (8 small 2 medium) Pay and play and league booking availability.
6	SOUTHWAY PLAYING FIELDS (EVERGREEN FC)	Yes	1	Sports Club / Community Association	Small sided facility (46 x 23). Public Access – Pay and Play available.
7	CAVENDISH SCHOOL	Yes	1	Pay and Play	Full Size 3G (100 x 60). Community Access available.
8	HEMEL STAGS RUGBY CLUB	Yes	1	Pay and Play	Small sided facility (40 x 20). Community Access available.
9	HOBBS HILL SCHOOL	Yes	2	Pay and Play	Small sided facility (2 x 30x15) MUGAs available for community hire.
10	NICHOLAS BREAKSPEAR ROMAN CATHOLIC SCHOOL	Yes	1	Pay and Play	Full Sized facility (105 x 70). Community access, pay and play booking available. On the FA 3G Register.
11	ROWLEY LANE SPORTS GROUND	Yes	1	Sports Club / Community Association	Full Sized facility (108 x 72). Community access, pay and play booking available. On the FA 3G Register.
12	THE HEMEL HEMPSTEAD SCHOOL	Yes	1	Private Use	Full Size Facility (106 x 70). No Community Access available.
13	WESTFIELD COMMUNITY SPORTS CENTRE	Yes	1	Pay and Play	Westfield Community Sports Centre is managed on behalf of Westfield Academy by Fusion Lifestyle. Full Sized facility (95 x 60). Community access, pay and play booking available. On the FA 3G Register.
14	CEDARS MYPLACE YOUTH & COMMUNITY CENTRE	Yes	1	Sports Club / Community Association	Small sided facility (45 x 25). Watford Town FC Community Trust - Community accessible facility booking through website.
15	HATCH END HIGH SCHOOL	Yes	1	Sports Club / Community Association	Small sided facility (30x20). Pay and play booking through website.
16	KRISHNA AVANTI PRIMARY SCHOOL	No	1	Private Use	No community access. Not floodlit

	Site Name	Floodlights	Pitches	Access Type	Notes
17	SIR JAMES ALTHAM SWIMMING POOL	Yes	1	Pay and Play	Small sided facility (50x40) pay and play booking through website.
18	HARVESTERS FOOTBALL CLUB	Yes	1	Pay and Play	Medium facility (64 x 44). On FA Register available for match play. Available for community use.
19	BOREHAM WOOD FOOTBALL CLUB	Yes	1	Sports Club / Community Association	Full Sized facility (100 x 60). Community access, pay and play booking available. On the FA 3G Register.
20	HERTFORDSHIRE SPORTS VILLAGE	Yes	2	Sports Club / Community Association	University of Hertfordshire facility. Full Sized facilities (2 x 102x63) Available for community hire through website.

11.6 Demand for 3G AGPs

- 11.6.1 SLC has consulted with both the Football Foundation and Hertfordshire FA. They confirmed that according to their calculations, based on the number of teams within the authority, there is demand for one additional full size 3G AGP within Watford.
- 11.6.2 They also confirmed that whilst there is a demand for two additional pitches within Three Rivers, there are plans for secondary schools in the district to build these additional facilities. There is low demand for additional pitches in other surrounding boroughs (Hertsmeare, St Albans, Harrow and Hillingdon.) The demand is currently being met within these boroughs by the existing provision and additional future projects that are planned in these areas.
- 11.6.3 The Football Foundation also noted the potential impact on the sustainability of a new 3G AGP at Woodside, due to the existing provision located nearby. The existing full size 3G at Parmiter's School is located less than a mile from the site and provides community access.
- 11.6.4 Consultation with Hertfordshire FA confirmed that they have a desire to create a 'Super Club' (45 teams or more) within the borough. This follows a trend to create fewer, larger, more sustainable clubs across the sport as a whole. They believe that a good facility can be an enabler to growth and participation and are interested in exploring this opportunity at Woodside. However, it should be noted that this work will take time and will not match the timescales for the masterplanning project for Woodside.
- 11.6.5 Based on a review of the current users of the existing non-3G AGP there is an underutilisation of the site at peak times. Out of the 60 slots available for hire, 25 are not currently used on a regular basis. SLM have confirmed that there is very little additional usage on the top of regular block bookings. The relatively low level of use is supported by the amount of income generated which is considered low for an AGP.
- 11.6.6 The pitch is currently used by a variety of groups, these include informal recreational bookings and FA affiliated youth teams training. For example, Abbots Youth FC use the facility for training on Saturday Mornings.

- 11.6.7 Watford Youth Sports FC currently use the grass pitches for training on Saturday Mornings and play their matches on the Watford Town Cricket Club outfield. They also use alternative sites in the borough. There may be potential to locate all of their activities at one site.
- 11.6.8 Consultation with England Hockey has revealed that there is no club hockey currently played on the existing AGP and this has been confirmed by SLM.
- 11.6.9 SLC believe that the current underutilisation of the existing AGP is partly caused by the condition and type of surface, a view that is supported by SLM. A refurbishment to a 3G surface is likely to increase usage of the facility.
- 11.6.10 Based on the information from the Football Foundation and Hertfordshire FA and the desktop analysis, SLC do not believe that there is sufficient demand at this stage for a new 3G AGP at Woodside in addition to a resurfaced AGP at the leisure centre.

11.7 Summary

- 11.7.1 The overall findings of the supply and demand assessment have been summarised in the matrix in Table 19.

Table 19: Summary of supply and demand assessment

Activity	Demand	Supply	Overall Assessment
Soft Play	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	A number of competing facilities. including a significant local facility adjacent to Watford Woodside.	There is sufficient supply within the catchment including a large local offer which is sufficient and more suited to meet demand.
Trampoline Parks	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	None within 20-minute drivetime catchment but five facilities within 20-mile catchment.	Good market potential. There is alternative provision just beyond the catchment, but an attractive offer would attract users.
Indoor Activity Centres	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Some existing facilities within catchment providing indoor activities but generally limited to single activity.	Good market potential. Whilst there is some alternative provision, a mixed offer of complementary activities e.g. Clip n Climb, trampolining, bouldering would attract users.
Climbing	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Some existing provision within catchment, none which provide the flexibility and younger age group appeal of a 'clip n climb' or bouldering offer.	Good market potential for a climbing facility, particularly one which focuses on the younger market through an easy to use 'Clip n Climb' or bouldering offer rather

Activity	Demand	Supply	Overall Assessment
			than catering for more serious climbers.
Indoor Skate Parks	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Two established and specialist facilities exist with the catchment.	Average market potential. There is strong alternative provision with the catchment. The growth of population within the catchment could mean additional demand is generated for an additional facility.
Indoor Gymnastics Centre	Above average levels of under 9's and slightly above average proportion of 10-14 year olds, high levels of affluence and car ownership. High demand evidenced by large number of clubs.	High number of facilities that can host gymnastics but limited specialist provision (two facilities) within catchment.	Good market potential. There is a large number of clubs which suggests good levels of overall demand. Limited competition in terms of specialist/dedicated facility.
Adventure Golf	Above average levels of under 9's and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Limited competing provision within catchment (one facility) but reasonable competition beyond this (four within 20-mile catchment.)	Good market potential. There is alternative provision around the catchment, but a good quality offer would still attract users.
High Ropes	Above average levels of under 9's (most facilities are for over c. 7-8 year olds) and slightly above average proportion of 10-14 year olds; high levels of affluence and car ownership.	Limited competing provision within catchment (one indoor.) Nearest outdoor competitor is 14 miles away.	Good market potential. There is indoor provision within the catchment, but an attractive outdoor offer could still attract users.
Resurface Existing ATP with 3G	Above average levels of under 9's and slightly above average proportion of 10-14 year olds. Above average levels of 30-44 year olds. These age groups are considered the 'Playing Population' for football. High levels of affluence and car ownership.	A significant number of competing facilities in the catchment with one (Parmiter's School) which is very close to Woodside.	Good market potential despite good levels of supply. The FA confirmed there is a demand for 1 full size 3G within Watford and 2 in neighbouring Three Rivers district.

Activity	Demand	Supply	Overall Assessment
Additional 3G ATP	Above average levels of under 9's and slightly above average proportion of 10-14 year olds. Above average levels of 30-44 year olds. These age groups are considered the 'Playing Population' for football. High levels of affluence and car ownership.	A significant number of competing facilities in the catchment with one (Parmiter's School) which is very close to Woodside.	Unlikely to be required if the existing ATP is resurfaced with 3G.

12 APPENDIX 2: ACCOMMODATION SCHEDULES

Watford Woodside Masterplan Community Sports Hub: accommodation schedule		
Project Number	0116	
Client	Watford Borough Council	
Date/Revision	24-01-2018	
		
Area Description	Brief sq m	Comments
Office	12	
Changing rooms	330	10 no @ 33 sq m includes wcs and showers
Referee/umpire changing room	20	2 no. @ 10 sq m includes toilets, showers and lockers
Assisted changing accommodation	12	
Community hall/function space	125	100 person capacity. 1.25 sq m per person. Ground level
Community hall storage	12	
Bar	15	Serves community hall and bar/lounge
Bar store	10	
Bar/lounge	63	50 person capacity. 1.25 sq m per person. Ground level
Kitchen	20	
Kitchen store	5	
Male toilets	20	
Female toilets	20	
Unisex accessible toilet	5	
Boxing ring and gym	195	Existing hall 170 sq m plus 40 sq m current extension/multi purpose studio
Boxing storage	15	
Sub Total	879	
Circulation/internal walls	110	
Plant	88	
Total GIFA	1077	

Watford Woodside Masterplan
Option 1 Trampoline Park: accommodation schedule

Project Number 0116
Client Watford Borough Council
Date/Revision 07-02-2018



Area Description	Brief sq m	Comments
Reception	15	3 persons
General Office	20	
Staff amenity	15	
Café	100	50 covers
Kitchen/servery	25	
Kitchen store	10	
Cleaner	6	
Comms Room	4	
Vending store	4	
Party rooms	60	2 no. @ 30 sq m
Pre-activity instruction room	30	
Male toilets	20	
Female toilets	20	
Disabled toilet	5	
Main trampoline court	900	50 trampolines @ 18 sq m including surround
Dodgeball courts	480	2 no. @ 20 x 12m
Wipeout	100	
Tumble lanes	150	2 no. @ 25 x 3m
Basketball	30	
High Performance Area	30	
Walking Sticks	40	
Adrenaline Rush	40	
Battle Beam	40	
Foam Pit	40	
Sub Total	2184	
Circulation/Internal walls	273	
Plant	328	
Total GIFA	2785	

Watford Woodside Masterplan
Option 2 Indoor Activity Centre: accommodation schedule

Project Number 0116
Client Watford Borough Council
Date/Revision 31-01-2018



Area Description	Brief sq m	Comments
Reception	15	3 persons
General Office	20	
Staff amenity	15	
Café	100	50 covers
Kitchen/servery	25	
Kitchen store	10	
Cleaner	6	
Comms Room	4	
Vending store	4	
Party rooms	60	2 no. @ 30 sq m
Pre-activity instruction room	30	
Male toilets	20	
Female toilets	20	
Disabled toilet	5	
Clip n Climb	250	24 challenges
Bouldering	350	
Trampolining	324	18 trampolines @ 18 sq m including surround.
Soft Play	300	3 levels
Sub Total	1558	
Circulation/Internal walls	195	
Plant	156	
Total GIFA	1909	

Watford Woodside Masterplan
Option 3 Gymnastics Centre: accommodation schedule

Project Number 0116
Client Watford Borough Council
Date/Revision 02-02-2018



Area Description	Brief sq m	Comments
Reception	10	2 persons
General Office	15	
Staff amenity	10	
Kitchen	20	Food preparation only
Kitchen store	4	
Party rooms	60	2 no. @ 30 sqm
Cleaner	6	
Vending store	4	
Male toilets	20	
Female toilets	20	
Disabled toilet	5	
Gymnastics centre	1500	Club standard. 2 no. foam pts
Spectator seating	100	200 persons
Sub Total	1774	
Circulation/Internal walls	222	
Plant	177	
Total GIFA	2173	

13 APPENDIX 3: PLANNING AUTHORITY FEEDBACK

Minutes of Meeting 7th February

PROJECT:	Woodside Playing Fields Masterplan
SUBJECT:	Planning and Conservation Meeting
VENUE:	Watford Borough Council
MEETING DATE:	7 th February 2018
MEETING TIME:	11 am

ATTENDANCE:
Sian Finney-MacDonald: Urban Design and Conservation Manager, WBC (SFM) Habib Neshat: Applications Casework Manager, WBC (HN) Paul Weston: Architect, SLC (PW)

NO.	ITEM/NOTES	ACTION	DUE DATE
1.	Introductions		
2.	Background to the project PW set out the background to the appointment of SLC based on the WBC brief “Woodside Playing Fields Strategic Sports Site Initial Development Proposals”.		
3.	Progress to date PW explained that assessments of need, stakeholder consultation had progressed together with a workshop with Members. A series of options and development of briefs had been confirmed which were being taken forward for further client presentation on 13 February. The main elements were: <ul style="list-style-type: none"> • Community sport hub including re-use of depot buildings. • Trampoline park/Indoor Activity Centre/Gymnastics Centre. • Adventure Golf • High Ropes • All weather pitch re-surface • Cycle route/trim trail/mountain bike track • Enhanced landscaping 		
4.	Community Sports Hub PW tabled sketch drawings O116/SK1 and SK2 for discussion and initial landscape proposals. The main points were: <ul style="list-style-type: none"> • All buildings retained except for toilet block and machinery store which would be demolished. 		

NO.	ITEM/NOTES	ACTION	DUE DATE
	<ul style="list-style-type: none"> • Existing buildings completely restored and new life introduced. Few external changes but significant internal remodelling to meet modern spatial standards. • Glazed link/viewing gallery between new and existing. • New building located for viewing at 90 degrees to cricket square. • Character of the building and spaces enhanced. • Vehicular access within spaces removed. • Entrances to boxing ring and community sports hub on north side to improve surveillance. <p>Initial response from SFM and HN was favourable with the following comments:</p> <ul style="list-style-type: none"> • It was suggested that additional windows to northern flank wall to boxing ring could be introduced. • Improve roofing to boxing ring. • Re-consider infill detail to archway. Perhaps could be included with new doors to changing room. Public art to be considered. • Viewing openings within boundary wall would be acceptable subject to detail. Railings not favoured. Connectivity of spaces encouraged. • Cycle hub use suggested but recognised that it did not connect to a cycling network. • Seek to improve pedestrian connectivity between the different parts of the site and between different access points. 		
5.	<p>Trampoline Park/Indoor Activity Centre/Gymnastics Centre</p> <p>PW described new build outline proposals currently being developed for each option by the team and currently proposed to be located on the site of the outdoor bowls green with access from the central car park. Proposals for removing the ring road access system were also discussed.</p> <p>The aim would be to emphasise the central hub within the site and add more coherence. Design of this building will be important.</p> <p>Initial comments from SFM and HN were:</p> <ul style="list-style-type: none"> • Alternative location for outdoor bowls would need to be confirmed. 		

NO.	ITEM/NOTES	ACTION	DUE DATE
	<ul style="list-style-type: none"> Any activity would intensify the car parking problem on site during peak times and this would be a fundamental planning risk until resolved. It will be a key issue for residents. At key event times PW was advised that the existing car park is fully occupied from 8.30 a.m. Traffic management and event coordination between the different bodies would be critical. PW explained that a car parking study had now been commissioned additional to the initial brief. SFM queried why the provision of school overflow car parking site was no longer used at weekends to alleviate the need for conversion of green space on site for extra car parking. This should be explored further. 		
6.	<p>The Next Steps PW proposed that further developed design information and masterplan would be issued to SFM and HN for comment after the client meeting on 13 February.</p>	PW	w/c 19 February
CIRCULATION: Attendees plus those below			
SLC Team (DWA, TK, LF & AD), Edward Green (Southern Green) & John Button (Castons) Matt Hill (WBC)			

Feedback from Urban Design and Conservation Manager

Hi Paul,

Thank you for sending these through it is much appreciated. Apologies for not responding earlier but we have been moving offices within the building which has disrupted my work flow over the last couple of weeks.

We are pleased that you have taken on board the matters we discussed at the meeting we had with you.

I am happy with the way you are progressing and the indicative sketches show what promises to be a good scheme for the area around the old Farm and stables. The building form for the new pavilion should work alongside the existing buildings which are to be retained and refurbished. I am happy with the way in which you are using the main entrance to the stables and look forward to seeing some details of this in due course. The area shown as the café is developing well and I am happy with the principle of a glazed addition to the existing buildings here.

I would like to see more information going forwards regarding the breaks in the existing wall which will allow a visual connection to the cricket field.

I hope to receive more information regarding materials and detailing going forwards.

You have shown three different options for the area currently housing the indoor bowls using an enlarged footprint based on the current building. We will need to see some indication of the building form which would house these uses. The reuse of this site for built form, all be it a larger footprint, is acceptable subject to the design of the building.

Overall there is an intensification of the use of the Woodside area; the proposals involve an additional 249 car park spaces, most of which are gained through two new parking areas P3-129 spaces all new spaces and P4 – 43 additional spaces (currently 3 spaces). These have been located discretely but will result in the loss of some open space within the park area. The intensification will generate additional trips and demand for car parking; this will have to be supported with a Traffic Impact Assessment and sensitive design required to minimise the visual impact and compensate for the loss of green space within the park.

I think it would be helpful to meet again once you have revised and developed the designs further following the meeting on Monday.

Regards,

Sian
Sian Finney MacDonald
Urban Design and Conservation Manager
Place Shaping and Corporate Performance
Watford Borough Council
Town Hall, Watford, WD17 3EX
01923 278278
watford.gov.uk

14 APPENDIX 4: PARKING, TRAFFIC AND ACCESS STUDY – FULL REPORT

See separate pdf document [Woodside Final TPA Report 28Mar18]

15 APPENDIX 5: BUDGET ESTIMATES

					
Watford Woodside Masterplan					
Community Sports Hub					
Budget Estimate			Rev 2	Mar-18	
			Estimate		
Cost Summary					Total
			m²	£m²	£
New Build			307		
1.01	Administration		12		
	Office		12	1,450	17,400
1.02	Community Facilities		250		
	Community Hall / Function space	100 Person	125	1,850	231,300
	Community hall storage		12	1,550	18,600
	Bar		15	2,800	42,000
	Bar store		10	1,850	18,500
	Bar / Lounge		63	1,950	122,900
	Kitchen		20	3,450	69,000
	Kitchen store		5	3,200	16,000
1.03	Toilets		45		
	Male toilets		20	2,250	45,000
	Female toilets		20	2,250	45,000
	Accessible WC		5	2,650	13,300
Remodelled and Refurbished Areas			770		
1.04	Boxing		210		
	Boxing ring and gym		195	1,050	204,800
	Boxing storage		15	850	12,800
1.05	Changing		362		
	Changing rooms	10 Nr	330	1,900	627,000
	Referee / Umpire changing	2 Nr	20	2,050	41,000
	Assisted changing		12	2,150	25,800
1.06	Sundry Areas		198		
	Circulation		110	850	93,500
	Plant		88	1,450	127,600
	Glazed link / Viewing gallery / Stairs		Item	60,000	60,000
	Lift		Item	40,000	40,000
TOTAL COMMUNITY HUB BUILDING COST			1,077	1,738	1,871,500

AREAS NOT PART OF COMMUNITY HUB				
Remodelled and Refurbished Areas		194		
1.07	Catering Area	88		
	Café / Servery	88	1,400	123,200
	Kitchen	10	2,450	24,500
	Kitchen store	10	2,100	21,000
1.08	Toilets	39		
	Male toilets	16	1,350	21,600
	Female toilets	16	1,350	21,600
	Accessible WC	7	1,950	13,700
1.09	Rangers	67		
	Rangers office	20	850	17,000
	TBA	47	850	40,000
1.10	Maintenance Store	143		
	Store building	143	665	95,100
2.00	Site Costs and Abnormals			
2.01	Site development costs			
	Demolish cricket pavilion	Item	30,000	30,000
	Demolish machinery store	Item	7,000	7,000
	Demolish toilet block	Item	6,000	6,000
	Opening cut into existing wall	Item	10,000	10,000
2.02	External Works			
	Buildings drainage and connections	Item	15,000	15,000
	Car park extension	Item	67,200	67,200
2.03	Stable Yard Square and Central Events Space			
	Timber and steel planter podiums	3	22,500	68,000
	Surfacing and edging	200	180	36,000
	Paving drainage	Item	22,500	22,500
	External lighting	Item	22,500	22,500
	Soft landscaping	Item	38,000	38,000
2.04	Abnormals			
	Piled foundations	TBC	-	-
	Attenuation	TBC	-	-
	Site decontamination	TBC	-	-
	Vented gas membrane	TBC	-	-
	Services diversions	TBC	-	-
	Flood measures / construction (secant piling)	TBC	-	-
	Asbestos removal	Item	35,000	35,000
	Sub Total			2,606,400
3.00	Contingency			
	Contingency allowance - allowance 10%	Item	260,600	260,600
	TOTAL CONSTRUCTION COST			2,867,000

4.00	Fees , Land Costs and FF & E				
4.01	Planning / Building Regs		Item	15,000	15,000
4.02	Survey costs		Item	25,000	25,000
4.03	Professional fees - allowance 11.5%		Item	329,700	329,700
4.04	Landscape consultant fees - 9% of landscape works (£254k)		Item	22,900	22,900
4.05	Furniture, Fittings and Equipment		Item	Excl	Excl
	Sub Total				3,259,600
5.00	Inflation to Construction mid-point		Item	Excl	Excl
	TOTAL DEVELOPMENT COST			1,271	2,565
					3,259,600



Watford Woodside Masterplan

Community Sports Hub

Budget Estimate

Assumptions

Costs are based at current cost - no allowance for inflation.
 Existing services are adjacent and of sufficient capacity
 No requirement for new Sub-station
 No unexploded ordnance exists on site
 No allowance made for external lighting
 Allowance for asbestos removal is based on the report dated March 2013

Exclusions

VAT
 Legal costs and fees
 Client internal costs
 Loss of earnings through closure / disruption
 Sports equipment
 General Fittings, Furniture and equipment
 Consumables; vending
 Planning Consent Conditions
 Operational equipment and signage
 Allowance for UXO

Risks have been noted but excluded

Piled foundations
 Attenuation
 Site decontamination
 Vented gas membrane
 Services diversions
 Flood measures / construction

Items to be confirmed

Site boundary treatment
 Site development costs

					
Watford Woodside Masterplan					
External Activity and Landscaping Proposals					
Budget Estimate		Rev 1			Apr-18
			Estimate		
Cost Summary					Total
			m²	£m²	£
1.01	External Works				
	Car parking and overflow parking	248 additional spaces (299 total new)	Item	640,000	640,000
	Lighting to car park		Item	63,000	63,000
	General paving		400	70	28,000
1.02	External Activity				
	Enhanced woodland sensory garden		Item	17,000	17,000
	Adventures play area		Item	295,000	295,000
	Mountain bike / pedestrian trails		Item	130,000	130,000
	Adventure golf		Item	235,000	235,000
	High ropes course and activity area		Item	200,000	200,000
1.03	Site Wide Proposals				
	Site clearance etc		Item	80,000	80,000
	Topsoil spreading		Item	40,000	40,000
	Hard surfacing		Item	320,000	320,000
	Drainage products		Item	19,000	19,000
	Street furniture		Item	90,000	90,000
	Boundary fencing and entrance		Item	100,000	100,000
	Interpretation and signage		Item	80,000	80,000
	Soft landscaping		Item	75,000	75,000
	Sub Total				2,412,000
2.00	Contingency				
	Contingency allowance - allowance 10%				242,000
	TOTAL CONSTRUCTION COST				2,654,000
3.00	Fees , Land Costs and FF & E				
3.01	Professional fees - allowance 11%		Item	292,000	292,000
3.02	Landscape Architect fees - allowance 9%		Item	239,000	239,000
	Sub Total				3,185,000
4.00	Inflation to Construction mid-point		Item	Excl	Excl
	TOTAL DEVELOPMENT COST				3,185,000



Watford Woodside Masterplan

External Activity and Landscaping Proposals

Budget Estimate

Assumptions

Costs are based at current cost - no allowance for inflation.
No unexploded ordnance exists on site

Exclusions

VAT
Legal costs and fees
Client internal costs
Loss of earnings through closure / disruption
Allowance for UXO

					
Watford Woodside Masterplan					
Option 1 - Trampoline Park					
Budget Estimate					Feb-18
			Estimate		
Cost Summary					Total
			m²	£m²	£
1.01	Reception		15		
	Reception (and desk)	3 person	15	2,650	39,800
1.02	Administration		45		
	General Admin Office		20	1,565	31,300
	IT / Comms Room		4	1,715	6,900
	Staff Amenity		15	1,790	26,900
	Cleaner		6	1,665	10,000
1.03	Catering Area		199		
	Café	50 Covers	100	2,375	237,500
	Kitchen / servery		25	2,675	66,900
	Kitchen store		10	1,475	14,800
	Party room	2 Nr	60	1,550	93,000
	Vending store		4	1,475	5,900
1.04	Visitor Toilets		45		
	Male toilets		20	2,375	47,500
	Female toilets		20	2,375	47,500
	Accessible WC		5	2,675	13,400
1.05	Main Activity Hall		1,880		
	Pre activity instruction room		30	1,550	46,500
	Main trampoline court	50	900	1,325	1,192,500
	Dodgeball courts	2 Nr	480	1,325	636,000
	Wipeout		100	1,325	132,500
	Tumble lanes	2 Nr	150	1,325	198,800
	Basketball		30	1,325	39,800
	High performance area		30	1,325	39,800
	Walking sticks		40	1,325	53,000
	Adrenaline rush		40	1,325	53,000
	Battle beam		40	1,325	53,000
	Foam pit		40	1,325	53,000
	Equipment		Item	550,000	550,000

1.06	Sundry Areas		579		
	Circulation		263	1,475	387,900
	Plant		316	1,900	600,400
	TOTAL BUILDING COST		2,763	1,693	4,677,600
2.00	Site Costs and Abnormals				
2.01	Site development costs				
	Demolish bowls changing pavilion		Item	40,000	40,000
2.02	External Works				
	Incoming services / connections / infrastructure		Item	40,000	40,000
	Buildings drainage and connections		2,763	22	60,800
	Cycle parking		Item	15,000	15,000
2.03	Abnormals				
	Piled foundations	TBC	-	-	-
	Attenuation	TBC	-	-	-
	Site decontamination	TBC	-	-	-
	Vented gas membrane	TBC	-	-	-
	Services diversions	TBC	-	-	-
	Asbestos removal (bowls)		Item	15,000	15,000
	Flood measures / construction (secant piling)	TBC	-	-	-
	Sub Total				4,848,400
3.00	Contingency				
	Contingency allowance - allowance 10%		Item	484,800	484,800
	TOTAL CONSTRUCTION COST				5,333,200
4.00	Fees , Land Costs and FF & E				
4.01	Planning / Building Regs		Item	20,000	20,000
4.02	Survey costs		Item	60,000	60,000
4.03	Professional fees - allowance 11%		Item	586,700	586,700
4.04	Furniture, Fittings and Equipment		Item	Excl	Excl
	Sub Total				5,999,900
5.00	Inflation to Construction mid-point		Item	Excl	Excl
	TOTAL DEVELOPMENT COST		2,763	2,172	5,999,900



Watford Woodside Masterplan

Option 1 - Trampoline Park

Budget Estimate

Assumptions

Costs are based at current cost - no allowance for inflation.
Existing services are adjacent and of sufficient capacity
No requirement for new Sub-station
No unexploded ordnance exists on site
No allowance made for external lighting

Exclusions

VAT
Legal costs and fees
Client internal costs
Loss of earnings through closure / disruption
Sports equipment
General Fittings, Furniture and equipment
Consumables; vending
Planning Consent Conditions
Operational equipment and signage
Allowance for UXO
Landscape Proposals

Risks have been noted but excluded

Piled foundations
Attenuation
Site decontamination
Vented gas membrane
Services diversions
Flood measures / construction

Items to be confirmed

Site boundary treatment
Site development costs



Watford Woodside Masterplan

Option 2 - Indoor Acvtivity Centre

Budget Estimate

Feb-18

			Estimate		
Cost Summary			m ²	£m ²	Total £
1.01	Reception		15		
	Reception (and desk)	2 person	15	2,650	39,800
1.02	Administration		45		
	General Admin Office		20	1,565	31,300
	IT / Comms Room		4	1,715	6,900
	Staff Amenity		15	1,790	26,900
	Cleaner		6	1,665	10,000
1.03	Catering Area		199		
	Café	50 covers	100	2,375	237,500
	Kitchen / servery		25	2,675	66,900
	Kitchen store		10	1,475	14,800
	Party room	2 Nr	60	1,550	93,000
	Vending store		4	1,475	5,900
1.04	Visitor Toilets		45		
	Male toilets		20	2,375	47,500
	Female toilets		20	2,375	47,500
	Accessible WC		5	2,675	13,400
1.05	Main Activity Hall		1,254		
	Pre activity instruction room		30	1,450	43,500
	Clip n Climb	24 challenges	250	1,350	337,500
	Equipment		Item	250,000	250,000
	Bouldering		350	1,350	472,500
	Equipment		Item	300,000	300,000
	Trampolining	18	324	1,300	421,200
	Equipment		Item	100,000	100,000
	Soft play		300	1,450	435,000
	Equipment	3 levels	Item	160,000	160,000
1.06	Sundry Areas		351		
	Circulation		195	1,475	287,600
	Plant		156	1,900	296,400
TOTAL BUILDING COST			1,909	1,962	3,745,100

2.00	Site Costs and Abnormals				
2.01	Site development costs				
	Demolish bowls changing pavilion		Item	40,000	40,000
2.02	External Works				
	Incoming services / connections / infrastructure		Item	40,000	40,000
	Buildings drainage and connections		1,909	24	45,800
	Cycle parking		Item	15,000	15,000
2.03	Abnormals				
	Piled foundations	TBC	-	-	-
	Attenuation	TBC	-	-	-
	Site decontamination	TBC	-	-	-
	Vented gas membrane	TBC	-	-	-
	Services diversions	TBC	-	-	-
	Asbestos removal (bowls)		Item	15,000	15,000
	Flood measures / construction (secant piling)	TBC	-	-	-
	Sub Total				3,900,900
3.00	Contingency				
	Contingency allowance - allowance 10%		Item	390,100	390,100
	TOTAL CONSTRUCTION COST				4,291,000
4.00	Fees , Land Costs and FF & E				
4.01	Planning / Building Regs		Item	19,600	19,600
4.02	Survey costs		Item	60,000	60,000
4.03	Professional fees - allowance 11%		Item	472,000	472,000
4.04	Furniture, Fittings and Equipment		Item	Excl	Excl
	Sub Total				4,842,600
5.00	Inflation to Construction mid-point		Item	Excl	Excl
	TOTAL DEVELOPMENT COST		1,909	2,537	4,842,600



Watford Woodside Masterplan

Option 2 - Indoor Acvtivity Centre

Budget Estimate

Assumptions

Costs are based at current cost - no allownace for inflation.
Existing services are adjacent and of sufficient capacity
No requirement for new Sub-station
No unexploded ordnance exists on site
No allowance made for external lighting

Exclusions

VAT
Legal costs and fees
Client internal costs
Loss of earnings through closure / disruption
Sports equipment
General Fittings, Furniture and equipment
Consumables; vending
Planning Consent Conditions
Operational equipment and signage
Allowance for UXO

Risks have been noted but excluded

Piled foundations
Attenuation
Site decontamination
Vented gas membrane
Services diversions
Flood measures / construction

Items to be confirmed

Site boundary treatment
Site development costs

					
Watford Woodside Masterplan					
Option 3 - Gymnastics Centre					
Budget Estimate					Feb-18
		Estimate			
Cost Summary				Total	
		m²	£m²	£	
1.01	<u>Reception</u>		10		
	Reception (and desk)	2 person	10	2,650	26,500
1.02	<u>Administration</u>		31		
	General Admin Office		15	1,565	23,500
	IT / Comms Room		-	1,715	-
	Staff Amenity		10	1,790	17,900
	Cleaner		6	1,665	10,000
1.03	<u>Catering Area</u>		88		
	Café		-	2,375	-
	Kitchen / servery		20	2,675	53,500
	Kitchen store		4	1,475	5,900
	Party room	2 Nr	60	1,550	93,000
	Vending store		4	1,475	5,900
1.04	<u>Visitor Toilets</u>		45		
	Male toilets		20	2,375	47,500
	Female toilets		20	2,375	47,500
	Accessible WC		5	2,675	13,400
1.05	<u>Main Activity Hall</u>		1,600		
	Gymnastics centre		1,500	1,375	2,062,500
	Forming pits		Item	50,000	50,000
	Equipment		Item	350,000	350,000
	Spectator seating	200	100	1,525	152,500
1.06	<u>Sundry Areas</u>		399		
	Circulation		222	1,475	327,500
	Plant		177	1,900	336,300
	TOTAL BUILDING COST		2,173	1,667	3,623,400

2.00	Site Costs and Abnormals				
2.01	Site development costs				
	Demolish bowls changing pavilion		Item	40,000	40,000
2.02	External Works				
	Incoming services / connections / infrastructure		Item	40,000	40,000
	Buildings drainage and connections		2,173	23	50,000
	Cycle parking		Item	15,000	15,000
2.03	Abnormals				
	Piled foundations	TBC	-	-	-
	Attenuation	TBC	-	-	-
	Site decontamination	TBC	-	-	-
	Vented gas membrane	TBC	-	-	-
	Services diversions	TBC	-	-	-
	Asbestos removal (bowls)		Item	15,000	15,000
	Flood measures / construction (secant piling)	TBC	-	-	-
	Sub Total				3,783,400
3.00	Contingency				
	Contingency allowance - allowance 10%		Item	378,300	378,300
	TOTAL CONSTRUCTION COST				4,161,700
4.00	Fees , Land Costs and FF & E				
4.01	Planning / Building Regs		Item	20,500	20,500
4.02	Survey costs		Item	60,000	60,000
4.03	Professional fees - allowance 11%		Item	457,800	457,800
4.04	Furniture, Fittings and Equipment		Item	Excl	Excl
	Sub Total				4,700,000
5.00	Inflation to Construction mid-point		Item	Excl	Excl
	TOTAL DEVELOPMENT COST		2,173	2,163	4,700,000



Watford Woodside Masterplan

Option 3 - Gymnastics Centre

Budget Estimate

Assumptions

Costs are based at current cost - no allowance for inflation.
Existing services are adjacent and of sufficient capacity
No requirement for new Sub-station
No unexploded ordnance exists on site
No allowance made for external lighting

Exclusions

VAT
Legal costs and fees
Client internal costs
Loss of earnings through closure / disruption
Sports equipment
General Fittings, Furniture and equipment
Consumables; vending
Planning Consent Conditions
Operational equipment and signage
Allowance for UXO

Risks have been noted but excluded

Piled foundations
Attenuation
Site decontamination
Vented gas membrane
Services diversions
Flood measures / construction

Items to be confirmed

Site boundary treatment
Site development costs

Watford Woodside
15 Year Additional Income and Expenditure
Concession - High Ropes

Annual Inflation Rate	2%															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 Year Total
INCOME																
High Ropes Concession Income	£40,000	£40,800	£41,616	£42,448	£43,297	£44,163	£45,046	£45,947	£46,866	£47,804	£48,760	£49,735	£50,730	£51,744	£52,779	£691,737
TOTAL ADDITIONAL INCOME	£40,000	£40,800	£41,616	£42,448	£43,297	£44,163	£45,046	£45,947	£46,866	£47,804	£48,760	£49,735	£50,730	£51,744	£52,779	£691,737
EXPENDITURE																
Repairs & Maintenance	£7,500	£7,650	£7,803	£7,959	£8,118	£8,281	£8,446	£8,615	£8,787	£8,963	£9,142	£9,325	£9,512	£9,702	£9,896	£129,701
TOTAL ADDITIONAL EXPENDITURE	£7,500	£7,650	£7,803	£7,959	£8,118	£8,281	£8,446	£8,615	£8,787	£8,963	£9,142	£9,325	£9,512	£9,702	£9,896	£129,701
TOTAL OPERATIONAL SURPLUS	£32,500	£33,150	£33,813	£34,489	£35,179	£35,883	£36,600	£37,332	£38,079	£38,841	£39,617	£40,410	£41,218	£42,042	£42,883	£562,036
Capital Repayments	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	£21,779	Annual Average £37,469
Return on Investment	£10,721	£11,371	£12,034	£12,710	£13,400	£14,103	£14,821	£15,553	£16,300	£17,061	£17,838	£18,630	£19,439	£20,263	£21,104	Annual Average £235,346
																Annual Average £15,690

Watford Woodside
15 Year Additional Income and Expenditure
Adventure Golf

Annual Inflation Rate	2%															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 Year Total
INCOME																
Adventure Golf Income	£93,188	£115,419	£138,503	£141,273	£144,099	£146,981	£149,920	£152,919	£155,977	£159,097	£162,279	£165,524	£168,835	£172,211	£175,656	£2,241,881
TOTAL ADDITIONAL INCOME	£93,188	£115,419	£138,503	£141,273	£144,099	£146,981	£149,920	£152,919	£155,977	£159,097	£162,279	£165,524	£168,835	£172,211	£175,656	£2,241,881
EXPENDITURE																
Staffing Cost	£40,000	£40,800	£41,616	£42,448	£43,297	£44,163	£45,046	£45,947	£46,866	£47,804	£48,760	£49,735	£50,730	£51,744	£52,779	£691,737
Operational Cost	£15,975	£16,295	£16,620	£16,953	£17,292	£17,638	£17,990	£18,350	£18,717	£19,092	£19,473	£19,863	£20,260	£20,665	£21,079	£276,262
Additional Central Overheads - 8% Income	£7,455	£9,234	£11,080	£11,302	£11,528	£11,758	£11,994	£12,234	£12,478	£12,728	£12,982	£13,242	£13,507	£13,777	£14,052	£179,350
Additional Profit - 6% Income	£5,591	£6,925	£8,310	£8,476	£8,646	£8,819	£8,995	£9,175	£9,359	£9,546	£9,737	£9,931	£10,130	£10,333	£10,539	£134,513
TOTAL ADDITIONAL EXPENDITURE	£69,021	£73,253	£77,627	£79,179	£80,763	£82,378	£84,026	£85,706	£87,420	£89,169	£90,952	£92,771	£94,627	£96,519	£98,450	£1,281,862
TOTAL OPERATIONAL SURPLUS	£24,166	£42,166	£60,876	£62,094	£63,336	£64,603	£65,895	£67,212	£68,557	£69,928	£71,326	£72,753	£74,208	£75,692	£77,206	£960,018
Capital Repayments	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	£25,591	Annual Average £383,860
Return on Investment	-£1,424	£16,575	£35,286	£36,503	£37,745	£39,012	£40,304	£41,622	£42,966	£44,337	£45,736	£47,162	£48,617	£50,101	£51,615	Annual Average £576,158
																Annual Average £38,411

Watford Woodside
15 Year Additional Income and Expenditure
Alt Use to Indoor Bowls Option 1 - Trampoline Park

Annual Inflation Rate

2%

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 Year Total
INCOME																
Trampoline Park Income	£361,244	£447,426	£536,911	£547,650	£558,603	£569,775	£581,170	£592,794	£604,649	£616,742	£629,077	£641,659	£654,492	£667,582	£680,934	£8,690,708
Lost Current Indoor Bowls Income	-£23,800	-£24,276	-£24,762	-£25,257	-£25,762	-£26,277	-£26,803	-£27,339	-£27,885	-£28,443	-£29,012	-£29,592	-£30,184	-£30,788	-£31,404	-£411,583
TOTAL ADDITIONAL INCOME	£337,444	£423,150	£512,150	£522,393	£532,841	£543,498	£554,368	£565,455	£576,764	£588,299	£600,065	£612,067	£624,308	£636,794	£649,530	£8,279,124
EXPENDITURE																
Staffing Cost	£146,000	£148,920	£151,898	£154,936	£158,035	£161,196	£164,420	£167,708	£171,062	£174,484	£177,973	£181,533	£185,163	£188,867	£192,644	£2,524,839
Operational Cost	£77,409	£78,958	£80,537	£82,147	£83,790	£85,466	£87,176	£88,919	£90,697	£92,511	£94,362	£96,249	£98,174	£100,137	£102,140	£1,338,673
Additional Central Overheads - 8% Income	£26,996	£33,852	£40,972	£41,791	£42,627	£43,480	£44,349	£45,236	£46,141	£47,064	£48,005	£48,965	£49,945	£50,944	£51,962	£662,330
Additional Profit - 6% Income	£20,247	£25,389	£30,729	£31,344	£31,970	£32,610	£33,262	£33,927	£34,606	£35,298	£36,004	£36,724	£37,458	£38,208	£38,972	£496,747
TOTAL ADDITIONAL EXPENDITURE	£270,652	£287,119	£304,136	£310,219	£316,423	£322,752	£329,207	£335,791	£342,507	£349,357	£356,344	£363,471	£370,740	£378,155	£385,718	£5,022,589
TOTAL OPERATIONAL SURPLUS	£66,792	£136,032	£208,014	£212,174	£216,418	£220,746	£225,161	£229,664	£234,257	£238,942	£243,721	£248,596	£253,568	£258,639	£263,812	£3,256,535
																Annual Average
Capital Repayments	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£502,591	£7,538,867
																Annual Average
Return on Investment	-£435,799	-£366,560	-£294,577	-£290,417	-£286,174	-£281,845	-£277,430	-£272,927	-£268,334	-£263,649	-£258,870	-£253,995	-£249,023	-£243,952	-£238,779	-£4,282,331
																Annual Average
																-£285,489

Watford Woodside
15 Year Additional Income and Expenditure
Alt Use to Indoor Bowls Option 2 - Indoor Activity Centre

Annual Inflation Rate

2%

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 Year Total
INCOME																
Indoor Activity Centre Income	£504,158	£624,435	£749,322	£764,309	£779,595	£795,187	£811,090	£827,312	£843,858	£860,736	£877,950	£895,509	£913,419	£931,688	£950,322	£12,128,889
Lost Current Indoor Bowls Income	-£23,800	-£24,276	-£24,762	-£25,257	-£25,762	-£26,277	-£26,803	-£27,339	-£27,885	-£28,443	-£29,012	-£29,592	-£30,184	-£30,788	-£31,404	-£411,583
TOTAL ADDITIONAL INCOME	£480,358	£600,159	£724,561	£739,052	£753,833	£768,909	£784,288	£799,973	£815,973	£832,292	£848,938	£865,917	£883,235	£900,900	£918,918	£11,717,306
EXPENDITURE																
Staffing Cost	£209,500	£213,690	£217,964	£222,323	£226,770	£231,305	£235,931	£240,650	£245,463	£250,372	£255,379	£260,487	£265,697	£271,011	£276,431	£3,622,971
Operational Cost	£108,034	£110,194	£112,398	£114,646	£116,939	£119,278	£121,664	£124,097	£126,579	£129,110	£131,693	£134,326	£137,013	£139,753	£142,548	£1,868,273
Additional Central Overheads - 8% Income	£38,429	£48,013	£57,965	£59,124	£60,307	£61,513	£62,743	£63,998	£65,278	£66,583	£67,915	£69,273	£70,659	£72,072	£73,513	£937,384
Additional Profit - 6% Income	£28,821	£36,010	£43,474	£44,343	£45,230	£46,135	£47,057	£47,998	£48,958	£49,938	£50,936	£51,955	£52,994	£54,054	£55,135	£703,038
TOTAL ADDITIONAL EXPENDITURE	£384,784	£407,907	£431,801	£440,437	£449,245	£458,230	£467,395	£476,743	£486,278	£496,003	£505,923	£516,042	£526,363	£536,890	£547,628	£7,131,666
TOTAL OPERATIONAL SURPLUS	£95,574	£192,252	£292,760	£298,615	£304,587	£310,679	£316,893	£323,231	£329,695	£336,289	£343,015	£349,875	£356,873	£364,010	£371,290	£4,585,640
																Annual Average
Capital Repayments	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£405,648	£6,084,721
																Annual Average
Return on Investment	-£310,074	-£213,396	-£112,888	-£107,033	-£101,061	-£94,969	-£88,755	-£82,417	-£75,953	-£69,359	-£62,633	-£55,773	-£48,775	-£41,638	-£34,358	-£1,499,081
																Annual Average
																-£99,939

Watford Woodside
15 Year Additional Income and Expenditure
Alt Use to Indoor Bowls Option 3 - Gymnastics Centre

Annual Inflation Rate

2%

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 Year Total	
INCOME																	
Gymnastics Centre Income	£312,900	£387,549	£465,059	£474,360	£483,847	£493,524	£503,395	£513,462	£523,732	£534,206	£544,891	£555,788	£566,904	£578,242	£589,807	£7,527,666	
Lost Current Indoor Bowls Income	-£23,800	-£24,276	-£24,762	-£25,257	-£25,762	-£26,277	-£26,803	-£27,339	-£27,885	-£28,443	-£29,012	-£29,592	-£30,184	-£30,788	-£31,404	-£411,583	
TOTAL ADDITIONAL INCOME	£289,100	£363,273	£440,297	£449,103	£458,085	£467,247	£476,592	£486,124	£495,846	£505,763	£515,878	£526,196	£536,720	£547,454	£558,403	£7,116,083	
EXPENDITURE																	
Staffing Costs	£201,150	£205,173	£209,276	£213,462	£217,731	£222,086	£226,528	£231,058	£235,679	£240,393	£245,201	£250,105	£255,107	£260,209	£265,413	£3,478,571	
Operational Costs	£67,050	£68,391	£69,759	£71,154	£72,577	£74,029	£75,509	£77,019	£78,560	£80,131	£81,734	£83,368	£85,036	£86,736	£88,471	£1,159,524	
Equipment Costs	£3,200	£3,264	£3,329	£3,396	£3,464	£3,533	£3,604	£3,676	£3,749	£3,824	£3,901	£3,979	£4,058	£4,140	£4,222	£55,339	
Additional Central Overheads - 8% Income	£23,128	£29,062	£35,224	£35,928	£36,647	£37,380	£38,127	£38,890	£39,668	£40,461	£41,270	£42,096	£42,938	£43,796	£44,672	£569,287	
Additional Profit - 6% Income	£17,346	£21,796	£26,418	£26,946	£27,485	£28,035	£28,596	£29,167	£29,751	£30,346	£30,953	£31,572	£32,203	£32,847	£33,504	£426,965	
TOTAL ADDITIONAL EXPENDITURE	£311,874	£327,686	£344,006	£350,886	£357,904	£365,062	£372,363	£379,811	£387,407	£395,155	£403,058	£411,119	£419,342	£427,728	£436,283	£5,689,685	
TOTAL OPERATIONAL SURPLUS	-£22,774	£35,587	£96,291	£98,217	£100,181	£102,185	£104,229	£106,313	£108,439	£110,608	£112,820	£115,077	£117,378	£119,726	£122,120	£1,426,398	
																Annual Average	
Capital Repayments	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£393,703	£95,093
																	Annual Average
Return on Investment	-£416,477	-£358,116	-£297,412	-£295,486	-£293,522	-£291,518	-£289,474	-£287,390	-£285,264	-£283,095	-£280,883	-£278,626	-£276,325	-£273,977	-£271,583	-£4,479,146	
																	Annual Average
																	-£298,610

17 APPENDIX 7: MASTERPLAN DRAWINGS REGISTER

 <small>chartered landscape architects</small>		<i>drawing register</i> FINAL ISSUE	
221 Durham Road, Low Fell, Gateshead, NE9 5AB t: 0191 4400034 f: 0191 4403490 e: studio@southerngreen.co.uk www.southerngreen.co.uk		Sheet Number:	1
		Issued By:	Edward Green
Job Title:		Record of Dwg Issues	
Woodside Playing Fields - Feasibility Study		Day:	29
Job Number:		Month:	4
1075		Year:	2018
Drawing Title:		Size:	Dwg Ref:
Survey Drawings			
Context Plan	A3	1075_01	
Character Areas	A3	1075_02	
Site Issues Image Board	A1	1075_03	
Survey - Historic Map Regression	A3	1075_04	
Survey - Woodland & Historic Features	A3	1075_05	
Survey - OS Map Surveyed - 1871, overlaid onto Aerial image	A3	1075_06	
Survey - OS Map Surveyed - 1914, overlaid onto Aerial image	A3	1075_07	
Survey - OS Map Surveyed - 1958, overlaid onto Aerial image	A3	1075_08	
Survey - Ownership_Leases	A3	1075_09	
Site Facilities Plan	A3	1075_10	
Access & Circulation including Car Parking	A3	1075_11	
Site Analysis	A3	1075_12	
Survey - Hard Landscape	A3	1075_13	
Survey - Softworks	A3	1075_14	
Visual Analysis	A3	1075_15	
Existing signage, way finding and interpretation	A3	1075_16	
Proposals			
Masterplan - Option 1 - New Trampoline Park Indoor Activity Centre Gymnastics Centre	A1	1075_101	
Masterplan - Option 2 - Indoor Bowls Centre Retained and Converted	A1	1075_102	
Access Improvements	A3	1075_103	
Detailed Area - Stable Yard Square with central events space	A1	1075_201	
Detailed Area - Enhanced Woodland Sensory Garden	A1	1075_202	
Detailed Area - Adventurous Play Area	A1	1075_203	
Detailed Area - Adventure Golf	A1	1075_204	
Detailed Area - High Ropes Course	A1	1075_205	
Detailed Area - Car Parking area 1 (P1)	A1	1075_206	
Detailed Area - Car Parking area 2 (P2)	A1	1075_207	
Detailed Area - Car Parking area 3 (P3)	A1	1075_208	
Detailed Area - Car Parking area 4 (P4)	A1	1075_209	
Detailed Area - Car Parking area 5 (P5) - Based upon layout of option 2 masterplan	A1	1075_210	
Detailed Area - Car Parking area 5&6 (P5&P6) - Based upon layout of option 1 masterplan	A1	1075_211	
Distribution:		Number of Copies:	
SLC			
Paul Weston			
WBC			
Purpose of Issue:			
Information			
Comment			
Approval			
Planning			
Tender			
Contract			
Construction			
Other			



STRATEGY
FEASIBILITY
PROCUREMENT



This report has been written by The Sport, Leisure and Culture Consultancy (SLC). SLC was established in 2009 and advises organisations by developing effective strategies, planning sustainable facilities and procuring successful operational partnerships.

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HEAD OFFICE

**2nd Floor, 3 Boltro Road, Haywards Heath
West Sussex, RH16 1BY, United Kingdom**

- Key**
- Site Boundary
 - Area excluded from this Project
 - Existing Buildings to be Refurbished
 - Proposed Buildings
- Existing Hardworks to be Retained**
- Informal Gravel Paths
 - Bitmac
 - Wall
 - Miscellaneous Fencing
 - Metal Railing - 4m High
 - Post and Rail Fence
 - Handrail
 - Gate
 - Block Paved Steps
 - Road Kerb
- Proposed Hardworks**
- Existing Wall to be removed
 - Existing Wall to Incorporate Openings
 - Vehicular Bitmac full Construction
 - Pedestrian Bitmac new Construction
 - Rolled Gravel
 - Resin Bound Gravel
 - Bark Mulch Safety Surfacing (300 mm Depth)
 - Decking/Woodland path
 - Brick Paving
 - Proposed Raised steel planters with timber seating
 - Estate Railing
 - Feature Timber Fencing
 - Birdsmouth Fence
 - Metal Gates near Leisure Centre
 - Saxon Textured Steps - Buff by Marshalls
 - Traffic Lights
 - Crossing Point
- Existing Street Furniture**
- Park Benches
 - Picnic Benches
 - Litter Bins
 - Dog Bins
 - Bollards
- Proposed Street Furniture**
- Cycle Stands
 - Bollard
 - Single Leaf Pedestrian Gate
- Existing Soft Landscaping**
- Trees to be retained
 - Existing Tree to be removed
 - Hedge to be retained
 - Areas of Bedding Planting to be retained
 - Cricket Wickets
 - Undergrowth
 - Amenity Grass



Key
Phase 1

- Existing Leisure & Sport Facilities**
- A Leisure Centre
 - B Cricket Pavilion - to be demolished
 - C Cricket Pitch
 - D Running Track
 - E Indoor Bowling Club
 - F Outdoor Bowling Club
 - G Boxing Club
 - H Outdoor Gym
 - I All Weather Pitches
 - J Football and Cricket Playing Fields
 - K Adult Pitches
 - L Ladies and Junior Pitch
 - M Junior Pitches
 - N Play Area

- Proposed New/Refurbished Facilities**
- 1 Community Sports Hub
 - 2 Trampoline Park / Indoor Activity Centre / Gymnastics Centre
 - 3 Boxing Club
 - 4 Stable Yard and Cafe
 - 5 Stable Yard / Courtyard
 - 6 Toddler Adventurous Play
 - 7 Junior Adventurous Play
 - 8 Enhanced Woodland Sensory Garden
 - 9 High Ropes / Activity Centre Kiosk / Storage
 - 10 High Ropes Course
 - 11 Maintenance Building
 - 12 3G All Weather Surface
 - 13 Adventure Golf
 - 14 Adventure Golf Kiosk / Storage

- Existing Car Parking Provision**
- E1 - 113nr Car Parking Spaces
 - E2 - 14nr Accessible Car Parking Spaces - 7nr Car Parking Spaces
 - E3 - 2nr Accessible Car Parking Spaces - 78nr Car Parking Spaces
 - E4 - 2nr Accessible Car Parking Spaces - 4nr Car Parking Spaces
 - E5 - 3nr Accessible Car Parking Spaces - 172nr Car Parking Spaces
 - E6 - 48nr Car Parking Spaces
- TOTAL 443nr Spaces**

- Proposed Car Parking Provision**
- P1 - 48nr Car Parking Spaces lost - 69nr New Car Parking Spaces - 21nr Total additional spaces
 - P2 - 34nr New Car Parking Spaces - 2nr New disabled spaces - 36nr Total additional spaces
 - P3 - 120nr New Car Parking Spaces
 - P4 - 3nr Car Parking Spaces lost - 46nr New Car Parking Spaces - 43nr Total additional spaces
 - P5 - 9nr New Car Parking Spaces - 7nr disabled spaces - 16nr Total additional spaces
 - P6 - 6nr New Car Parking Spaces
- TOTAL 242nr Additional Spaces**

- Proposed Soft Landscaping**
- Shrubs & Herbaceous Planting
 - Sports Turf
 - Existing Contours
 - Tree
 - Hedge
 - Boulders
 - Astroturf
 - Existing pitch to be relocated to make way for the additional car park
 - Woodland Understorey Wildflower Mix and Planting
 - Proposed Contours
 - Mounding

Rev.	Description	By.	Chk.	Date.
--	Final Report	CS	SG	29.03.18



NOTES - IF IN DOUBT, ASK

- Do not scale directly from this drawing
- All dimensions are in millimetres
- All levels are shown in metres Above Ordnance Datum (AOD)
- All levels and dimensions are to be checked on site by the site manager/main contractor prior to commencing any works or ordering any materials. Any discrepancies are to be highlighted to allow Southern Green to make any design changes where necessary to ensure there are no resulting delays or additional costs due to errors in survey data or construction drawings
- This drawing is to be viewed in conjunction with all other detailed drawings and specifications from all members of the design team. Any conflicts/discrepancies are to be highlighted prior to commencing works or ordering any materials.

CDM - SAFETY, HEALTH & ENVIRONMENTAL INFORMATION

Principal Designer: SLG

In addition to the hazards/risks normally associated with the types of work detailed on this drawing, note the following project specific risks which require attention/mitigation by the contractor undertaking the works:

Construction: n/a
 Maintenance / Cleaning: n/a
 Decommissioning / Demolition: n/a

It is assumed that all works will be carried out by a competent contractor, working where appropriate, to their own approved method statement. This is not an exhaustive list and reference must be made to the Construction Phase Plan or Health and Safety File and any additional Risk Assessment documents available.

Woodside Playing Fields

Drawing Issue Status:

<input type="checkbox"/> Comment/ Approval	<input type="checkbox"/> Contract
<input type="checkbox"/> Costing	<input type="checkbox"/> Construction
<input type="checkbox"/> Planning	<input type="checkbox"/> Record Draw
<input type="checkbox"/> Tender	<input checked="" type="checkbox"/> Other

Wattford Borough Council / SLG

Masterplan - Option 1 - New Trampoline Park/Indoor Activity Centre/Gymnastics Centre

1075_101 1:1500 @ A1 05.03.2018

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Woodside Playing Fields Masterplan - Consultation Report

Watford Borough Council

October 18



DOCUMENT CONTROL

Amendment History

Version No.	Date	File Reference	Author	Remarks/Changes
1.0	10 Oct	WBC Woodside Consultation Report Draft Ver 1.0	LF / TK	Draft report for client review

Sign-off List

Name	Position	Date	Remarks
Toby Kingsbury	Director	10 October 2018	Draft report issued to client

Distribution List

Name	Position	Date
Paul Rabbitts	Head of Parks, Open Spaces & Projects, Watford Borough Council	10 October 2018

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EXECUTIVE SUMMARY

1. In November 2017, the Council appointed The Sport, Leisure and Culture Consultancy (SLC) to develop a masterplan and feasibility study for the creation of a strategic sports hub at Woodside Playing Fields in accordance with its Sports Facilities Strategy 2015-2025.
2. The Council's Cabinet met in June 2018 to review the draft masterplan and approved the further development of the outline proposals including consultation with stakeholders and the wider public. SLC has subsequently been appointed to manage this consultation on behalf of the Council.
3. A consultation plan was developed through discussion with the Council which identified the various stakeholders and agreed the methods of engagement. The stakeholder groups are categorised as follows:
 - Key occupiers - clubs or organisations currently located on the site and operating through lease arrangements or management contracts with the Council
 - Key stakeholders – interested parties such as local sports clubs, schools, ward Councillors, National Governing Bodies of sport and Sport England
 - Wider stakeholders – community groups and organisations and resident associations
 - General public.
4. The key conclusions arising from the consultation are as follows:
 - a) The consultation exercise was developed in partnership with the Council and delivered through a combination of face to face meetings, email correspondence and telephone discussions with identified occupiers and stakeholders and through drop-in sessions and an online questionnaire promoted to the wider public through the Council's website and social media channels.
 - b) Resident clubs on the site including the cricket, boxing and athletics clubs are supportive of the overarching principle of the masterplan to develop a strategic sports hub. Other key occupiers of the site including the Council's leisure operator, SLM and grounds maintenance contractor, Veolia also welcome the proposals.
 - c) The proposals are welcomed by Hertfordshire FA and the England and Wales Cricket Board but opposed by the England Indoor Bowls Association due to the proposed removal of the indoor bowls centre.
 - d) Sport England supports the principle of developing a strategic sports hub in accordance with the Council's Sports Facilities Strategy but would like evidence to justify the need for the proposed alternative use of the indoor bowls centre and to better understand whether the anticipated benefits of such facilities would outweigh the impact associated with the loss of indoor bowls.
 - e) Consultation with local gymnastics and performing arts clubs has revealed strong demand for additional indoor space and a lack of suitable alternative facilities. This feedback supports the proposed alternative use of the indoor bowls centre.
 - f) The online questionnaire generated 448 responses, with a high level of engagement from residents within 15 minutes of the site (68% of responses).
 - g) The results of the online questionnaire show a positive response from the general public to the draft masterplan proposals with 59% of respondents being either supportive or very supportive compared to 24% being unsupportive.

- h) There is considerable opposition to the draft masterplan from members and supporters of Watford Indoor Bowls Club. This was manifested most clearly through feedback provided at the public drop-in session at Woodside Leisure Centre.
- 5. The Council may wish to consider how they intend to report back the results of the consultation to stakeholders and the wider public and to advise them how this process will be used to further develop the plans for the site.

1 INTRODUCTION

1.1 Background

1.1.1 Watford has a great collection of parks and open spaces and these are an important part of what makes Watford an inviting place to live, work and visit. Watford Borough Council is implementing its Sports Facilities Strategy (2015-25) by focusing on the development of sports provision at one of the Strategic Sports Sites identified in the Strategy, Woodside Playing Fields.

1.1.2 In November 2017, the Council appointed The Sport, Leisure and Culture Consultancy (SLC) to develop a masterplan and feasibility study for the creation of new and improved sports and community facilities at Woodside Playing Fields.

1.1.3 The Council's Cabinet met in June 2018 to review the draft masterplan and approved the further development of the outline proposals including consultation with stakeholders and the wider public.

1.2 Our Terms of Reference

1.2.1 SLC has been appointed to manage the consultation exercise on behalf of the Council to provide members of the public and other key stakeholders with an opportunity to comment and feedback on the draft masterplan.

1.2.2 Key requirements of the Council's brief are as follows:

- Detailed and further engagement with stakeholders, playing field users and town-wide residents / visitors
- A consultation report summarising the comments received during the consultation exercise for the Council to consider further.

1.3 The Structure of our Report

1.3.1 The remaining sections of this report have been structured to meet the Council's requirements included in the brief, whilst ensuring a concise and accessible report setting out the core findings.

Table 1: Report Structure

Section	Key Content or Output	
2	Overview of Consultation Process	A description of the approach to the consultation
3	Stakeholders / Consultees	List of consultees engaged with during the process
4	Summary of Consultation with Key Occupiers and Stakeholders	Summary feedback from consultation with key occupiers and other stakeholders
5	Summary of Public Consultation	Summary feedback from the public drop-in sessions and results from the public online questionnaire
6	Conclusions and Recommended Next Steps	Key conclusions arising from the consultation exercise and some recommended next steps for the Council

1.3.2 Supporting information is included in an Appendix.

2 OVERVIEW OF CONSULTATION PROCESS

2.1 Introduction

2.1.1 This section describes the approach and methodology adopted for the consultation process that was undertaken between the 6 August 2018 and 20 September 2018.

2.1.2 The principal objective of the consultation was to seek views from stakeholders and the general public on the draft masterplan proposals for Woodside Playing Fields.

2.2 Consultation Plan

2.2.1 A consultation plan was designed through discussion with Watford Borough Council's Community and Environmental Services Team and Communications and Engagement Team. This was critical to ensure all parties agreed the approach and understood each other's roles and responsibilities in delivering the exercise.

2.2.2 The consultation plan included the following key elements:

- Identification of key occupiers / stakeholders on site and wider stakeholders including contact details for community and resident organisations and 'harder to reach' groups
- Agreed methods of consultation with these identified stakeholders including a combination of face to face meetings and email / telephone consultation
- Agreed approach to the wider public consultation through development of a 'micro-site' web page hosted by the Council containing masterplan drawings and supporting information and a link to the online questionnaire
- Agreed dates and venues for public consultation drop-in sessions
- Agreed methods of promoting the consultation including roles and responsibilities.

2.3 Key Occupiers/Stakeholders Engagement

2.3.1 Engagement was undertaken with current occupiers of the site to provide existing user groups with an opportunity to feedback on the draft masterplan.

2.3.2 This engagement was carried out through a series of face-to-face meetings. It was designed to ensure the views of existing occupiers were fully understood and provided them with an opportunity to relay any concerns or issues about the scheme.

2.3.3 Other key stakeholders, including local schools, clubs and National Governing Bodies of Sport, were sent the draft masterplan and supporting information via email and invited to provide feedback via email or telephone. They were also provided with the link to the Council web page to complete the online questionnaire and promote it through their own communication channels.

2.3.4 The results of the engagement with key occupiers and stakeholders is described in Section 4 of this report.

2.4 Wider Public Engagement

2.4.1 The Council were keen to seek the views of the wider public, including current users and non-users of the site and provide an opportunity for them to feedback on the draft masterplan.

- 2.4.2 A short, user-friendly online questionnaire was designed by SLC in consultation with the Council, which was hosted on a dedicated web page, yourwoodside.co.uk. In addition to a link to the questionnaire, the web page provided background information on the development of the masterplan, electronic copies of the masterplan itself including detailed plans for the Community Sports Hub and a 'Frequently Asked Questions' section. Hard copies of questionnaires were also available upon request.
- 2.4.3 The questionnaire asked a series of questions about how often the respondent visits Woodside Playing Fields, what they do there and how they travel there. A range of pre-selected answers were provided for respondents to tick together with a 'free text' box for them to provide other detail in response to the questions. The questionnaire went on to invite a score from respondents on their level of support for each of the facility options, the location and layout of these facility options and the draft masterplan as a whole. A scoring scale from 1 (unsupportive) to 4 (very supportive) was used.
- 2.4.4 The online questionnaire was available to complete between 20 August 2018 to 20 September 2018 and details of the results are provided in Section 5 of this report.
- 2.4.5 SLC also arranged two separate public drop-in sessions which were designed to provide an opportunity for members of the public to view the plans up close and discuss the rationale behind the proposals with members of SLC's project team. These took place at INTU Watford Shopping Centre on Wednesday 29 August 2018 and Woodside Leisure Centre on Wednesday 12th September 2018.
- 2.4.6 Information regarding the online questionnaire and public drop-in sessions was promoted on the homepage carousel of the Council's website, distributed through its social media channels and sent directly to a variety of community groups and organisations. Posters promoting the public engagement were also displayed at Woodside Playing Fields and the nearby Woodside Leisure Centre.
- 2.4.7 The Council's Facebook analytics revealed that the multiple posts promoting the online questionnaire accumulated a total of 137 likes. Additionally, the draft masterplan drawings on the Council's dedicated webpage received a total of 468 views.
- 2.4.8 The Council's leisure operating partner, Everyone Active, also sent emails with the link to the online questionnaire to c.15,000 local users registered on their database.

3 STAKEHOLDERS / CONSULTEES

3.1 Introduction

3.1.1 This section provides details of the different groups of stakeholders and consultees that were engaged with throughout the consultation period.

3.1.2 These groups are categorised as follows:

- Key occupiers - clubs or organisations currently located on the site and operating through lease arrangements or management contracts with the Council
- Key stakeholders – interested parties such as local sports clubs, schools, ward Councillors, National Governing Bodies of Sport (NGBs) and Sport England
- Wider stakeholders – community groups and organisations, resident associations
- General public.

3.2 Consultation with key occupiers

3.2.1 Table 2 provides a list of the key occupiers that attended face to face meetings with SLC on 22 August 2018 in order to understand the rationale behind the development of the draft masterplan and to provide feedback.

Table 2: Stakeholder Engagement – List of key occupiers

Club	Names of consultees
Watford Town Cricket Club	Richard Bayliss (Club Chairman) Andrew Canning (Club Vice-Chairman / Secretary) Helen Canning (Club Secretary) Christine Southam (President)
Watford Boxing Club	Kenny Walker (Club Chairman)
OWLS Outdoor Bowls Club	Audrey Watts (Club Chairman) Sandy Wornham (Club Secretary / Treasurer)
Veolia (Grounds Maintenance Contractor)	John Priestly (Horticultural Manager)
Watford Harriers Athletics Club	Richard Parles (Club Chairman) Nick Jones (Club Vice-Chairman)
SLM (Leisure Operator of Woodside LC)	Karl Miles (Contracts Manager) Gary Foley (Woodside LC Centre Manager)

3.3 Consultation with key stakeholders

3.3.1 Table 3 provides a list of key stakeholders that were invited to provide feedback on the draft masterplan.

Table 3: Stakeholder Engagement – List of key stakeholders

Organisation / Club	Name
FA/Herts FA	Karl Lingham, County Development Manager

Organisation / Club	Name
England and Wales Cricket Board	Jenni Jones, Regional Manager
Sport England	Roy Warren, Planning Manager
England Indoor Bowls Association	Steve Rodwell, Development Manager
Watford Sunday Football League	David Moxon, Secretary
The Dan Tien Performing Arts Studios	Amy Lazzarini
Watford Gymnastics Club	Nickie O’Sullivan
Dolphina Gymnastics Club	Teresa O’Neill
Garston Manor School	Christine deGraft-Hanson, Headteacher
Francis Coombe Academy	Deborah Warwick, Principal
Ward Councillors (Woodside ward)	Councillor Saffery, Councillor Cavinder and Councillor Collett

3.4 Wider Stakeholder Groups

3.4.1 Table 4 provides a list of community groups and organisations, within the borough, that were notified of the drop-in public consultation sessions and sent the online questionnaire to complete and send out to their users and members.

Table 4: Wider Stakeholder Engagement – List of community groups / organisations

Name
<ul style="list-style-type: none"> • Pupils and Staff at West Herts College
<p>Community Groups and Organisations:</p> <ul style="list-style-type: none"> • Disability Watford • Drum • Guidepost • Central Watford Mosque • Gurdwara Sri Guru Singh Sabha • Multi-cultural Community Centre • North Watford Mosque • Polish Community • WACA • Watford Senior Citizens Forum • Watford BC • Citizens Advice Bureau • W3RT CVS • Watford Community Housing
<p>Community Groups and Organisations:</p> <ul style="list-style-type: none"> • Mencap (Watford) • Mind • Phab • Sea Lions • Shopmobility

Name
<ul style="list-style-type: none"> • Springboard • Talking newspapers • Watford Day Service • Watford Sheltered Workshop • Watford Social Centre for the Blind • Watford Latin American association • Associazione Lucani Di Watford • Herts Asian Women's Association • Polish Saturday School • Portuguese Community • Watford Chinese Association • Watford Hindu Group • Watford Indian Association • Watford Muslim Youth Centre Trust • Watford Nepalese Association • Bridge of Peace • Watford's Women's Centre • David Salter's Almshouses • Grow • New Hope • One YMCA • Watford Foodbank • Carers in Herts • Christians across Watford • Courtlands Residents Associations • Derby Road Baptist Church • First Church of Christ Scientist • Harebreaks Residents Association • Holyrood Church • Holywell Community Centre • Kingswood Residents Association • Leavesden Community Group • Leavesden Community Hub • Leavesden Road Baptist Church • LGBT community • Lemarie Centre • Meriden Community Centre • Meriden Residents Association • Quakers • Radlett Road Community Association • Redeemed Christian Church of God • Ritaj Multicultural Community Organisation • Salvation Army • Signpost • Soul Survivor

Name
<ul style="list-style-type: none"> • St George's Day Charity Club • St Helen's Church • St John's Church • St Mary's Church • St Matthew's Church • University of Third Age • Victoria House Day Centre • Watford Synagogue • Watford Humanists • Watford Inter-faith Organisation • Wellspring Church • West Watford Community Association • Woodside Community Association • YMCA
<p>Watford Residents Associations:</p> <ul style="list-style-type: none"> • Boundary Way Action Group • Callowland Residents Group • Cassiobury Resident's Association • Cassiobury Triangle Residents Association. • Central Town Resident's Assoc. • Courtlands Resident's Association • Crosfield Court Resident's Association • Edward Amey Residents Association • Friends of Harebreaks Wood • Kingswood Residents Association • Leavesden Community Group • Leggatts & Foxhill Residents Association • Meriden Resident's Association • Nascot Resident's Association • OVEG • Radlett Road Residents Association • Ridge Residents Association • Sherwoods Area Rep. • Vicarage Residents Association • Watford Fields Residents Association • Woodside Resident's Association

4 SUMMARY OF CONSULTATION WITH KEY OCCUPIERS AND STAKEHOLDERS

4.1 Introduction

- 4.1.1 This section outlines the key findings of the consultation with key occupiers and stakeholders.
- 4.1.2 Face to face meetings were held on site with key occupiers and a combination of email and telephone consultation was undertaken with wider stakeholders.

4.2 Key Occupiers

Watford Town Cricket Club

- 4.2.1 The club reported frequent vandalism and anti-social behaviour at the site, although there is much less anti-social behaviour during the winter months. CCTV would be required to help mitigate this.
- 4.2.2 The club made reference to a public right of way across the cricket field which has subsequently been re-routed in agreement with the Council. Despite the re-routing, the club still experiences issues with people walking across the outfield.
- 4.2.3 The club noted that the existing changing rooms for football are under-utilised. The club would make good use the cricket changing rooms in the new building but are concerned that the remaining changing rooms will not be well used due to a lack of demand. It was noted by SLC that the under-utilisation of the existing changing rooms was likely to be due to their condition rather than a lack of demand. Larger, refurbished changing provision would likely be used more and the wider improvements to the site would make it a more attractive venue for football clubs, leading to increased use.
- 4.2.4 The club has a large proportion of Muslim members that do not use the bar. Its members would however be interested in hiring the community hall for non-sporting events, such as Indian Weddings, and would need a larger space for this. A larger and improved communal space would also be used by the club to increase the number of mid-week events and clubs.
- 4.2.5 The size of the proposed community hall (currently designed as 100 person capacity) is considered too small for the needs of the club, as one of its key income streams is from private functions. The club would like a space that can seat between 130-150 people and reported that they have had several requests in the last few months for event space for 150 people (currently 80 can be seated in existing clubhouse). SLC suggested that the club maintains a record of such requests in order to demonstrate this demand.
- 4.2.6 The club has no concern regarding the cricket changing rooms being located on the first floor and when talked through the plans, were happy with the general layout and accommodation provided. Some elements e.g. size and location of bar store, were queried but SLC advised that these can be dealt with as part of the detailed design stage and the club would be involved in further discussions at that stage.
- 4.2.7 The club advised that the proposed gaps in the perimeter wall closest to the proposed café and new public courtyard would be a safety hazard. The boundary line is close to the pitch and balls are regularly hit onto the existing maintenance shed and therefore there is a danger of cricket balls being hit into the café and courtyard space.

- 4.2.8 Large netting has been installed at the southern end of the cricket field, which could be replicated to provide protection to this space, however the club feels that the netting may be unattractive and would require maintenance.
- 4.2.9 The club's preference is to maintain the historic wall as it is, partly due to the safety concerns described above but also because it contributes to the ground's unique character and is an important part of the overall setting. The club suggested that the courtyard space needs some more thought to overcome these concerns.
- 4.2.10 The club noted some concern regarding the concept of opening up the route through the existing depot area to improve general access. They are concerned that this may cause a safety and security issue if people are able to freely access the cricket field through the opening that is currently kept locked. The club would prefer that the site remains gated and locked.
- 4.2.11 The club noted some issues with a lack of car parking whilst athletics and swimming events are held. It was suggested that the previous arrangement for overspill parking with the school be revisited.
- 4.2.12 The club currently uses Francis Coombe School for winter training, but it would certainly be interested in making use of the proposed Multi-Use Activity Centre on site subject to the final facility mix.
- 4.2.13 The club is supportive of the adventure golf course, high ropes course and Multi-Use Activity Centre as long as they can be serviced with sufficient levels of car parking provision. The club would be particularly supportive of the more accessible (i.e. free-to-use or low cost) community facilities, as many of its members (local residents) are on low income.
- 4.2.14 Traffic flow is already an issue at the site, due mainly to the single entrance/exit point, that would worsen with new facilities. The club would be interested to see if it was possible to create an additional access route.
- 4.2.15 The club is content with the existing management arrangement of the facilities and is very keen to maintain a similar arrangement in the future. The club relies heavily on income generated through the bar and functions and stated that they could not survive without retaining this income. They would like to manage bookings for the community hall as well and would need to be keyholders for all gates, changing rooms etc.
- 4.2.16 The club noted major concern regarding the condition of the cricket square and outfield which it states has deteriorated considerably over the years and is impacting upon its ability to attract players and progress through the leagues. The club believes that significant investment into the buildings will not be worthwhile without investment into the playing facilities.
- 4.2.17 The club noted that they are unlikely to be interested in forming part of a wider Community Sports Association with other resident sports clubs as this may lessen its control over its own facilities. However, they would be keen to be part of a strategic management board which promotes a more joined-up approach to the operational management of the wider site.

Watford Harriers Athletics Club

- 4.2.18 The club is supportive of the general approach to the masterplan and acknowledged that improvements to the athletics facility are not a high priority for the Council as the existing facilities are largely fit-for-purpose. However, the club noted issues with the outdated

spectator stand and publicly accessible toilet building on the edge of the club's site and a lack of indoor training space.

- 4.2.19 Although the athletics facilities were not considered within the brief for the masterplan, the club would like to explore options for the replacement of the spectator stand through discussion with the Council. The club believes there may be external funding available to support this and noted that it may be beneficial to align this with the wider masterplan for the site.
- 4.2.20 The club is supportive of the proposed new facilities such as adventure golf and high ropes courses, as well as the new car parking. Generally, the family-feel it will bring to the site would be welcomed although an increase in footfall would not directly benefit the club as it is prioritising the identification of high-quality athletes at schools in Watford rather than actively seeking to attract new members from the general public.
- 4.2.21 In fact, the club is currently limiting its membership due to the number of qualified coaches it has.
- 4.2.22 The club were very supportive of the Multi-Use Activity Centre which would be very useful for the club as it could provide valuable indoor space to host winter training sessions.
- 4.2.23 There are large athletics meets every other Wednesday at the club during the summer months, which create pressure on car parking provision and access issues to the rest of the site for other users. The additional parking proposed would therefore be key in helping to mitigate this issue.
- 4.2.24 Site security was noted as an issue for the club who have experienced some problems with vandalism. Additional presence on site, as a result of the new facilities together with proposed new CCTV was welcomed by the club.
- 4.2.25 The club was also supportive of the suggestion to establish a new partnership board consisting of all the clubs and stakeholders on site. The club previously attended monthly meetings with the Parks Manager many years ago and noted that it was a useful opportunity to discuss common issues with the other clubs on site and would welcome the reestablishment of this approach.
- 4.2.26 The club is keen to provide comment again when the masterplan progresses to the detailed design stage.

Veolia

- 4.2.27 Veolia are happy with the plans for relocation of the maintenance and staff amenity facilities. Secure parking spaces for three vans are required in the car park (adjacent to the Veolia's new depot). The draft masterplan shows an extended car park (P1) which might be limited by existing trees and will require further consideration at detailed design stage.
- 4.2.28 The maintenance 'shed' could be reduced in size in the new scheme, as not all space is required within the existing building. An access route or yard is required to service the maintenance vehicles and a direct route onto the cricket outfield would be required for mowers.
- 4.2.29 It was confirmed that all 5 adult football pitches are used during the football season and that 10 changing rooms are required to accommodate these teams.
- 4.2.30 Veolia may be interested in managing the changing rooms and Rangers Office, if required. They have no interest in managing the Multi-Use Activity Centre and see SLM as ideally

placed to manage this facility. Veolia currently manage the public toilet block located adjacent to the Depot building but this has been problematic due to vandalism and opening hours being linked to their presence on site. Veolia therefore supports the plans to incorporate public toilets into the new Café building, access to which would be linked to Café opening hours.

- 4.2.31 Veolia reported a high degree of anti-social behaviour surrounding the upper car park and Depot building at the eastern end of the site. Veolia would be concerned about the security of the adventure golf and high rope courses and suggested that CCTV be installed to mitigate this issue.
- 4.2.32 The cricket pitches at the site need improvement and Veolia stressed that any improvement of the cricket clubhouse and changing rooms should be accompanied by improvement to the cricket squares and outfield. Veolia believe that investment in the buildings will be wasted without making the necessary improvements to the cricket squares and outfield. The cost of improving 3 cricket squares and one outfield (as two cricket pitches have football pitches on the outfield) has been quoted by an external contractor at £148K.
- 4.2.33 An existing management arrangement sees Veolia maintain the facilities at OWLS Bowls Club.
- 4.2.34 Veolia would like to see a more consistent approach to infrastructure and design across the whole site. It also expressed concern over the number of car parking spaces required during athletics meets and would like sufficient car parking to be made available on the site. The existing agreement for use of a temporary car park is limited to 21 times a year.
- 4.2.35 Veolia would welcome the establishment of a partnership board designed to create a more joined-up approach to wider management of the site.

SLM

- 4.2.36 SLM are supportive of the draft Masterplan for the site, particularly in relation to proposals for bringing day visits from families to the site. They wondered if more “destination-type facilities” could be included within the Multi-Use Activity Centre to further attract families and day visitors.
- 4.2.37 SLM would be interested in forming links with Watford Boxing Club but accepts that it is the club’s space to manage, as per its agreement with the Council. There may be an opportunity to promote the club to leisure centre users for those interested in boxing.
- 4.2.38 SLM would be very interested in sitting on a management board for the site as this would strengthen their relationship with the clubs at the site.
- 4.2.39 SLM is currently making its own internal improvements to Woodside Leisure Centre, which will see improvement to the changing rooms, conversion of a squash court into a spinning studio, a mezzanine floor to accommodate another studio and increasing the capacity of its health and fitness suite with the additional of a toning suite. An increase in the demand for car parking is expected but no extension to the car park is planned by SLM and there is no requirement from planning to increase parking provision.
- 4.2.40 SLM advised that gymnastics programmes are thriving at the centre and would support any new provision on site for gymnastics, particularly for recreational and beginner classes as there is very high demand for these.
- 4.2.41 SLM would be very interested in managing the Multi-Use Activity Centre and possibly the proposed new Café. Management of the Community Sports Hub is likely to be of less

interest though. SLM would also be interested in managing the adventure golf and high ropes courses, as it is currently working with Go Ape on projects elsewhere. SLM also suggested installing the adventure golf course within the Multi-Use Activity Centre as this has worked well elsewhere.

4.2.42 The demand for car parking at the site is at its highest (peak time) at the leisure centre on weekdays at 4pm (swimming lessons) and from 5pm to 8pm (fitness classes and gym users). People exiting and entering the site at peak times are experiencing long delays – up to 15 minutes queue.

4.2.43 There has been a previous agreement in place with Francis Combe Academy for use of its car park at agreed times, but the relationship broke down after the security gate was left unlocked by SLM. It was agreed that it would be beneficial to revisit this agreement if the masterplan is developed to the next stage in order to mitigate pressure on parking during large events.

OWLS Bowls Club

4.2.44 The club is happy with the proposed additional car parking surrounding the large tree next to the indoor bowls club, however they have doubts about the feasibility of additional proposed parking surrounding the OWLS site and up to the back of the Indoor Bowls Centre due to site contours. A lack of sufficient car parking at peak periods has been an issue for many years.

4.2.45 The club is generally supportive of the wider plans and the proposed new facilities and would welcome the increased footfall to the site. It sees the benefits of improvements to the surrounding area of the bowls club to attract new members.

4.2.46 It is satisfied with its existing provision and does not require improvements to the outdoor bowls facilities, but it has frequent requests from the public to use their toilets – additional public toilets as part of a new park café would therefore be welcomed by the club.

4.2.47 The club reports good communication with SLM regarding notification of large events at the leisure centre, which it can use to mitigate the increase in car parking demand by playing away matches on that day.

Watford Boxing Club

4.2.48 The club is generally supportive of the site masterplans but noted some required changes to the initial design of the building that would better cater for its needs. The entrance into the main gym through the memorial archway, will cause congestion and restrict the club's ability to monitor payment of sessions. It requires a holding space/room for c.15-20 boxers to assemble before their session in the main gym starts. It currently holds boxers in the changing facilities and has them enter the building past the administration office. A similar setup in the future would be favoured by the club.

4.2.49 SLC were also shown the existing three rooms used at first floor level for office, fitness and additional storage which were required to be retained in the future development.

4.2.50 The club reported frequent anti-social behaviour in the car park adjacent to the boxing club. The club supports the notion of increasing visibility onto the car park at the back of the building, to enhance security, and CCTV / security lighting would be welcomed.

4.2.51 The existing two changing rooms meet the needs of the club in terms of size, but they are in very poor condition and put off some people (particularly women and girls) from joining the

club. If new changing rooms were provided, the club would look to attract more female members to utilise the new facilities.

4.2.52 The club requires as much internal wall space in the main gym as possible for its equipment (predominately punching bags) to be hung permanently. Access into changing rooms would therefore need to be carefully considered to ensure wall space isn't lost.

4.2.53 The ventilation of the building is poor and there is no heating. The club would like air conditioning in the new building.

4.3 National Governing Bodies of Sport (NGBs)

Hertfordshire Football Association (HFA)

4.3.1 Overall, HFA are supportive of the proposed developments and are satisfied that the comments provided previously during development of the masterplan have been successfully incorporated.

4.3.2 HFA did note that the changing rooms allocated for football use should meet FA minimum standards in relation to changing space, showers, WCs and general safeguarding principles. They are happy to make further comments as the project progresses and more detailed drawings are available.

4.3.3 The comments provided previously by the HFA relating to the project are provided below for reference.

4.3.4 There is demand for 1 full size 3G Artificial Turf Pitch (ATP) within Watford and 2 within Three Rivers.

4.3.5 There is a full size 3G ATP at Parmiter's School (less than a mile away) and another school nearby (St Michael's) has a sand filled ATP. The Council will therefore need to consider the business case for conversion of the existing ATP to 3G, taking this into account.

4.3.6 HFA believe there is strong potential for this site to become a 'hub' for football activities and/or football development. Hertfordshire has 11 'super clubs' (45 teams or more) across the county. There are none in Watford at present, due mainly to a lack of appropriate facilities but HFA would like to develop one. With the right facility mix there is a possibility to use Woodside as this hub due to its location. A good facility is an enabler to growth and participation.

4.3.7 There is a change in focus in youth football towards central venues – again there could be an opportunity to (eventually) use Woodside as a youth football/walking football/disability football centre if a full size 3G ATP is provided.

England Cricket Board (ECB)

4.3.8 After consulting with local development officers in Watford, the comments that the ECB provided previously during the development of the masterplan remain valid. These comments are provided below for reference.

4.3.9 The ECB are pleased to see the proposed plans to redevelop the pavilion and improve the ancillary facilities on site and are supportive of the developments.

4.3.10 Security of tenure continues to be an issue although the cricket club are in discussions with the Council on an ongoing basis regarding a new 'extended' lease.

- 4.3.11 The issue of poor-quality cricket pitches at the site is still ongoing. The new ancillary facilities will be great, but there is concern that the overall cricket provision will not be sustainable without good quality pitches. The grounds maintenance contractor (Veolia) have limited hours allocated to work on the grass square on the main ground at Watford Town CC (22 Grass Strips) and the club are not allowed to do any additional work on the ground, despite offering.
- 4.3.12 The proposed main cricket changing rooms on the masterplan will need to be designed to ECB standards. However, it was accepted that some changing rooms are shared with football and may therefore be designed smaller.

Sport England

- 4.3.13 Overall, Sport England is supportive of the principle of a masterplan being prepared for the Woodside Playing Fields site as this represents a positive response to the Council's Sports Facilities Strategy 2015-25 which identified the site as a strategic sports site. Sport England also welcomes the consultation with stakeholders.
- 4.3.14 However, as only the executive summary of the feasibility study, FAQs and masterplan documents were available at this stage to comment on, the scope of Sport England comments is limited at this stage.
- 4.3.15 Sport England requested that there is an ongoing dialogue with key stakeholders that would be affected by the proposals especially the sports clubs and sports governing bodies. The views of these stakeholders will be essential for informing and refining the various proposals as they evolve.
- 4.3.16 In relation to the sports governing bodies, a dialogue should particularly be maintained with the Football Foundation / Herts County FA, ECB / Cricket East, England Indoor Bowls Association (EIBA) and England Golf.
- 4.3.17 Sport England will be a statutory consultee on any future planning application affecting the playing fields or the ancillary facilities (pavilions, parking etc.) that support the site, so it will be important for them to be engaged as the proposals develop to ensure that any issues are identified and discussed at an early stage.
- 4.3.18 The principle of creating a community sports hub for the cricket, football and boxing clubs that use the site is welcomed as this would enhance the supporting facilities available to these clubs and would offer potential to provide a sustainable model for supporting sports activity over a long-term period which would assist with maintaining and increasing participation.
- 4.3.19 As the proposed floor plans are indicative, consultation with the sports clubs and the relevant governing bodies to ensure that the facility mix, and design and layout is responsive to their needs and will help deliver a sustainable management model. The detailed design and layout should accord with the FA, ECB and Sport England's design guidance as far as possible within the context of the constraints imposed by the layout of the existing buildings. These bodies should also be engaged with any potential management models including the Community Sports Association option that is referenced.
- 4.3.20 Sport England reiterated the ECB's view that they welcome investment into the pavilion facilities but wish to ensure that they are compliant with ECB/SE design guidance. The main issues for the cricket club at the site relate to the maintenance of the squares. The ECB, Cricket East and WTCC would be happy to work with the Council and provide support during the implementation of the masterplan.

- 4.3.21 The potential loss of the indoor bowls centre is of concern to Sport England as the masterplan documents have not provided any detail to justify the loss of the facility. While reference is made to Watford Indoor Bowls Club having a declining membership, no supporting needs assessment has been provided to assess the impact of losing the bowls facilities and no mitigation has been proposed. Sport England would therefore object to this proposal in its current form as it has not been demonstrated that the indoor bowls facility is genuinely surplus to requirements which would be necessary to demonstrate that the proposal would accord with Government planning policy in the National Planning Policy Framework (paragraph 97). Discussions will need to take place with Sport England and EIBA if this proposal is progressed as well as the bowls club.
- 4.3.22 In relation to the options presented for converting the indoor bowls centre to an alternative use, as no information has been provided to demonstrate the need for these facilities it is not possible to provide informed comment on whether the benefits associated with such facilities would outweigh the impact associated with the loss of the bowls centre. Again, a detailed needs assessment would need to be prepared to support the preferred option for the conversion of the centre to justify the new facilities and confirm the sport related benefits that they would offer. The relevant sports governing bodies should be consulted for their advice.
- 4.3.23 England Golf's comments on the principle and design / layout of the adventure golf facility should be sought. If the feasibility study has demonstrated a need for this facility and England Golf are supportive, Sport England would support this element of the proposed masterplan.
- 4.3.24 As the Council's Sports Facility Strategy is no longer up-to-date in relation to needs for artificial grass pitches, the views of the Football Foundation and the Herts County FA should inform the need for this facility. As it is understood that the Herts County FA are supportive of the need for a single 3G AGP on this site, the proposal to convert the surface of the existing AGP is supported in principle.
- 4.3.25 The Football Foundation and the Herts County FA should be engaged on the design and layout of the pitch conversion if this is progressed as well as key clubs that would use the facility. While it is understood that there is no hockey use of the facility Sport England would request confirmation of this given the implications for hockey associated with conversion to a 3G surface.
- 4.3.26 Overall, the adoption of the masterplan would not be supported in its current form due to the impact on indoor bowls not being justified.

England Indoor Bowls Association (EIBA)

- 4.3.27 The EIBA, as the National Governing Body for Level Green Indoor Bowls in England, has provided some initial, brief feedback on the masterplan noting disappointment regarding the proposed removal of Indoor Bowls from the site. As they understand, it will result in a large number of members giving up the sport and therefore becoming, in all probability, inactive.
- 4.3.28 The EIBA has subsequently been invited to provide further comment on the masterplan but at the time of writing this report, SLC has received nothing further.

4.4 Other Key Stakeholders

Watford Sunday Football League

- 4.4.1 The Watford Sunday Football League are fully supportive of the masterplan proposals both in terms of the needs for football specifically but also from a wider sport and leisure perspective.
- 4.4.2 The League was pleased to see that the masterplan proposals will provide improved changing facilities for football and increased parking.
- 4.4.3 The League queried whether the number of changing rooms provided would be sufficient to accommodate the maximum capacity of pitches on site. SLC responded to advise that a pragmatic approach had been taken by providing sufficient changing for when all 5 adult pitches are in use at the same time (which is rare based on the existing programme of use.) Junior teams generally do not require changing and some phased scheduling of fixtures (i.e. later kick offs) could be implemented in the event that all pitches on site, including women's, were required on the same day.

The Dan Tien Performing Arts Centre

- 4.4.4 The Dan Tien Performing Arts Centre (DTPAC) are a well-established performing arts organisation based at Harebreaks Community Hub, Watford for the last 5 years.
- 4.4.5 DTPAC have an opportunity to extend the lease with Watford Community Housing Trust (WCHT) for a further 5 years but are outgrowing the space and there is no additional space available to them. They pay a rent to WCHT for exclusive occupation of a large studio space and 3 additional small rooms, a waiting room and office.
- 4.4.6 DTPAC have approximately 500 students enrolled, the vast majority of which (95%) are children. Numbers have grown steadily over the years and there are between 30 and 50 currently on a waiting list. They run a Council-funded programme of dance classes for children with special educational needs and are currently applying for funding to support a programme of dance sessions in care home settings. They have also worked with WCHT to deliver subsidised sessions for families on low income.
- 4.4.7 DTPAC advised that there are no other community centres available that can provide suitable facilities to allow them to grow. They would therefore be very interested in potentially making use of the Multi-Use Activity Centre shown on the masterplan. DTPAC would ideally like exclusive use of space due to their extended programme but would be happy to allow third parties to rent space when not in use.
- 4.4.8 DTPAC were fully supportive of the proposed masterplan of the site, noting a need for regeneration of the site and new facilities for families.

Watford Gymnastics Club

- 4.4.9 Watford Gymnastics Club (WGC) were set up 4 years ago and currently have approximately 400 members with around 30 on a waiting list. The club has created a facility within the sports hall of the YMCA building in the centre of Watford and provides primarily recreational gymnastics for local children. The club has paid for all of the equipment and pays a rent to the YMCA for exclusive use of the space.
- 4.4.10 WGC are approaching capacity at the YMCA and are currently looking for an alternative site to enable them to grow the club and develop a pathway of progression from beginners through to elite gymnasts. There is currently a lack of quality gymnastics facilities in Watford

to serve talented gymnasts who often have to travel to alternative facilities in Harrow or Hemel Hempstead. This is particularly the case for male gymnasts.

- 4.4.11 The club noted that there is strong demand for gymnastics locally and also within the wider area. For example, Harrow Gymnastics Club currently has a waiting list of c. 2,000.

Dolphina Gymnastics Club

- 4.4.12 Dolphina Gymnastics Club (DGC) has a 10 year lease on an industrial unit which they have occupied for 4.5 years. They have fitted out the facility using some external funding to create a purpose built facility. They are able to exercise a break clause if they wish and are aware of neighbouring units who would like to take it over.
- 4.4.13 DGC noted strong local demand for gymnastics and for good quality facilities. They operate 7 days a week and membership has grown from 230 to nearly 1,000 members. They operate a waiting list which they regularly review and keep under control. DGC also noted a strong demand for indoor space generally, with requests for use of the facility from martial arts clubs and cheerleading clubs.
- 4.4.14 Providing enough suitably qualified coaches to meet increasing demand is an ongoing challenge for the club. Whilst they may be interested in expanding the club through use of additional indoor space proposed within the masterplan, they have the logistical challenge of providing suitable staffing levels across two sites.
- 4.4.15 DGC noted some concern regarding the impact upon their club in the event that gymnastics facilities were provided at Woodside Playing Fields.

Garston Manor School

- 4.4.16 Garston Manor is a special educational needs school located on Horseshoe Lane, opposite Woodside Playing Fields.
- 4.4.17 The headteacher is supportive of the proposals contained within the masterplan and the school would likely use the playing fields more often as a result of the improved facilities.
- 4.4.18 Use of the playing fields is very important in helping the students to experience new and different settings and environments. The proposed adventure play area and sensory garden would be particularly attractive to the school, as would the high ropes facility.
- 4.4.19 The headteacher enquired about accessible changing and toilet facilities and was pleased to hear that the plans include these within the Community Sports Hub area.

Francis Combe Academy

- 4.4.20 Despite numerous attempts to discuss the masterplan with the Principal of Francis Combe Academy, at the time of writing this report SLC has yet to receive any feedback or secure any engagement with the Academy.

4.5 Summary

- 4.5.1 Overall, the current occupiers and resident clubs consulted are supportive of the draft masterplan proposals, including those new facilities that are designed to attract additional visitors to the site.
- 4.5.2 Parking was a key concern for occupiers and resident clubs who cited plenty of examples of the current issues with parking. The additional proposed parking was therefore welcomed although there remains the challenge of a single point of entry/exit on Horseshoe Lane.

- 4.5.3 Some concerns were raised in regard to security of the site and occupiers and clubs welcomed the proposed CCTV and stronger 'presence' created by the developments. They also supportive of the establishment of a site-wide 'Partnership Board' consisting of representatives of these groups, which is designed to facilitate a more joined-up approach to overall management of the site.
- 4.5.4 There were some queries and concerns regarding the internal layout of some facilities in the Community Sports Hub but it was acknowledged that these were high-level drawings to inform the masterplan and that any required amendments to room sizes and layouts would be dealt with at the detailed design stage.
- 4.5.5 Consultation with SLM has highlighted the potential of extending the existing leisure centre partnership to include the management of particular new facilities. This could help deliver a more consistent service and establish a clearer identity across the site.
- 4.5.6 Consultation with NGBs for football and cricket has revealed overall support for the proposals although the ECB stressed the need to invest into the playing surfaces as well as the ancillary facilities. The local football league has also responded positively to the proposals.
- 4.5.7 Sport England are supportive of the principle of developing a masterplan to deliver a key objective of the Council's Sports Facilities Strategy. However, it would not be supportive of the proposed loss of indoor bowls without sufficient evidence to justify the need for the replacement facilities and whether the benefits associated with such facilities would outweigh the impact associated with the loss of the indoor bowls centre.
- 4.5.8 Consultation with local gymnastics and performing arts clubs has revealed strong demand for additional indoor space and a lack of suitable alternative facilities. This feedback supports the proposed alternative use of the indoor bowls centre.

5 SUMMARY OF PUBLIC CONSULTATION

5.1 Introduction

5.1.1 This section provides a summary of the comments received from the public drop-in sessions held at INTU Shopping Centre and Woodside Leisure Centre and a summary of the results from the online questionnaire. A full version of the report on the online questionnaire is provided as an appendix to this report.

5.2 Public Drop-in Sessions

5.2.1 Two public drop-in sessions were held during August and September 2018 designed to provide an opportunity for local residents to view the plans, ask questions about the rationale behind the proposed facilities and to provide feedback on the draft masterplan.

5.2.2 The drop-in sessions were promoted on the Council's website and publicised through its social media channels and sent to a variety of community groups and organisations. Posters promoting the sessions were also displayed at Woodside Playing Fields and the nearby Woodside Leisure Centre.

INTU Shopping Centre – 29th August 2018

5.2.3 The draft masterplan and accompanying detailed area drawings were displayed at a kiosk in INTU shopping centre throughout the day, supported by members of the SLC team.

5.2.4 Feedback from members of the public was positive and a selection of written comments is provided below

- *"Looks very exciting, very well thought out"*
- *"Looks great – I'm a current user of Woodside LC so looking forward to more community facilities on the site"*
- *"Very good idea, we would certainly use the new facilities"*
- *"Much needed improvement for football for younger generation. Been going to Athletics meetings for 20 years, so looking forward to more car parking"*
- *"Very supportive of improving the boxing club"*
- *"Really like the plans. I walk my dog there every day and would love to see improved facilities"*
- *"It would encourage more frequent use of the site. My husband plays cricket and would like to join club if facilities are improved"*
- *"I'm interested in the Adventure Golf. Overall plans look really good, facilities on site need improving."*

Woodside Leisure Centre – 12th September 2018

5.2.5 The draft masterplan and accompanying detailed area drawings were also displayed at Woodside Leisure Centre from 12pm to 6pm, supported a member of the SLC team.

5.2.6 The session was almost entirely dominated by members and supporters of Watford Indoor Bowls Club and the written comments provided below reflect their strong opposition to the proposal for alternative use of the existing Indoor Bowls Centre. The issue dominated the session to such an extent that little time was available to discuss the merits of the wider

scheme and to seek the opinion of other members of the public who may have been interested (and perhaps supportive) of other proposed facilities on the site.

- *“I would like to express concern and disappointment of the proposed closure of the indoor bowls centre. I constantly hear about the older generation needing to exercise and keep as fit as possible and bowls is a very good way for us “oldies” to do so. I and many club members are dismayed at this nonsense proposal”*
- *“Bowls club should remain open – no other facilities for older people existing”*
- *“It’s a good idea to develop the site but the indoor bowls club should be retained as it is a successful working club enjoyed by over 300 of us. Although we are mainly senior we welcome all ages. Surely there is enough space available for all the proposed new facilities whilst retaining the indoor bowls building. The bowls club keeps us healthy and active and gives a social outlet”*
- *“The Bowls Club should remain for the people who are of a certain age. It is very wrong to take that away from us”*
- *“As a member of the bowls club I am hugely disappointed that the intention is to take this facility away from us. Not all the members are “old”, but the government wants to keep “older” people active, socialised, happy and reduce strain on the NHS & Care services. There is too much emphasis on the younger generation who will, after all, all become old – it is inevitable! Bowls is a very social activity keeping both mind and body fit. There isn’t anywhere else locally for indoor bowls whereas badminton, karate etc can be accommodated in any community space or school. The Council clearly wants the bowls club out and is finding reasons (excuses) to get rid of it. This consultation is a paper exercise”*
- *“We need to support the bowls club as there are over 300 active members that need this facility. In this, only catering facilities for the younger generation. The government are supposed to be encouraging the older generation to remain active”*
- *“Parking!!! It’s a bull fight already. You want to bring more people to the area but not much more parking being provided”*
- *“Good points: Extra gravel paths - they are needed, extra parking – again much needed. Bad points: Crazy golf, crazy idea, destroying active bowls club – a much needed facility for the people of Watford”*
- *“I think that we should support the Bowls Club, not remove it. Firstly, there are many more elderly people who are fit and well and need to exercise and also meet & socialise with their friends. In addition, bowls is also a sport for younger people and they should be encouraged to try the sport”*
- *“Think about the older person – keep the bowls club”*
- *“Can the indoor building be made bigger to accommodate all? I have been told outdoor bowls is closing – cannot that be used?”*
- *“The proposals will result in the removal of all bowling facilities for the older people. The suggested alternative is Herts IBC is not practical if a car is not available. It is now virtually certain that the OWLS BC will close in March 2019 releasing all the land they now occupy. Should not consideration be given to provide reduced bowling facilities (indoor) on the land that OWLS now occupy (say 4 rinks instead of 6). The present proposals will result in remove of all bowling facilities at Woodside. It should also be kept in mind that bowling is of great social import to the older generation, particularly those who live alone”*

- *“What happened to sport for all?”*
- *“If it’s really necessary to build a trampolining court, why not save yourselves all the trouble. Use the outdoor bowling (OWLS) to build on and keep the indoor bowls facilities. Membership will grow when the threat of closure has been removed.”*
- *“Someone from the Council should have been here”*
- *“Where is/was a rep of Watford Council? Facilities for the older generation are in decline. This should not be allowed to happen.”*
- *“Extremely disappointed to find that Watford Council did not have the courtesy or courage to send a representative to this open survey day. Cannot believe that the indoor bowls club is not included in the new plans – again activities suitable for the “elderly with healthy impairments” are not for inclusion, as these do not increase profits as fast as activities for younger fitter people. It will just cost the NHS more when these people fail to keep active and mentally alert from being members of WIBC.”*
- *“Watford Council have overcharged WIBC rent/lease for many years as proved by their own admission to Court for the ongoing case. If Watford Council had charged less the annual membership fees could have been considerably less and attracted new members. Shame on you Watford Council!!”*
- *“I’ve been a member of WIBC since it started. I am 81 years old and disabled with no transport and with no way of getting to Herts IBC, and I will be lost without WIBC.”*
- *“You are not considering the middle age / elderly to keep us fit and well which would enable us to stay out of an overworked hospital by getting dementia / heart problems etc through lack of exercise. Destroying our companionship of meeting together in a well-run bowls club.”*
- *“What is proposed for the elderly in view of the fact that WIBC may be lost?”*
- *“It seems that the proposals will improve the area, but I am concerned for the generation that use the bowls club. It seems that the younger generation are being favoured over the older generation. I think serious thought needs to be given as to what can be suggested direct to the members, how they will be able to utilise the new improved building. Social needs should not always be overruled by financial needs. Hopefully W.C will be able to come up with some good suggestions so that everyone enjoys life.”*
- *“Why are the older generation not consider worthy as having an bowls club. Older generation needs must be considered. We pay our rates and taxes. It costs more to put older people into care homes. All people will get older.”*
- *“Very exciting plans - look forward to them progressing. Much better use of the whole site – to be enjoyed by the whole community.”*

5.3 Online Questionnaire

- 5.3.1 The consultation with the wider general public also consisted of an online questionnaire, hosted on a Council web page which was publicised by the Council through its social media channels and promoted at the drop-in sessions. The questionnaire was also sent out to key stakeholders, current users, local sports clubs and identified organisations who may have an interest in the future development of Woodside Playing Fields.
- 5.3.2 The online questionnaire generated a total of 448 responses.

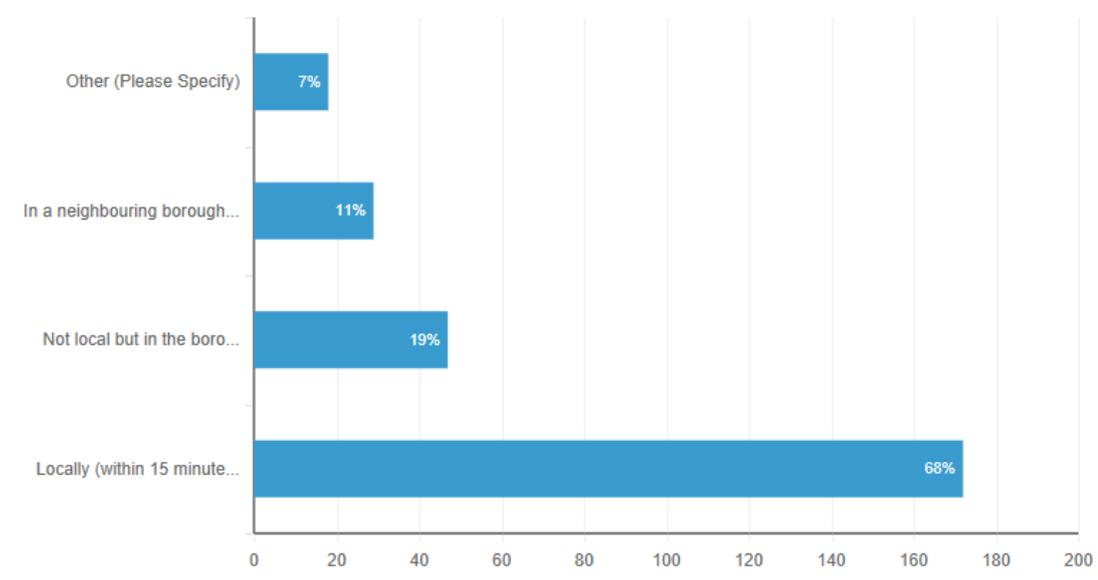
5.3.3 A summary of the key findings is provided below and a copy of the report showing the full results can be found in Appendix 1.

Key Results

5.3.4 The questionnaire asked respondents to identify where they lived in relation to Woodside Playing Fields. 68% of respondents stated they lived locally to the site (within 15 minutes) as shown in Figure 1.

5.3.5 This positively demonstrates that the online engagement reached and engaged with the immediate locality and those people most likely to use the site. It also highlights how the local community wished to engage in providing feedback on the masterplan project.

Figure 1: Residency of questionnaire respondents



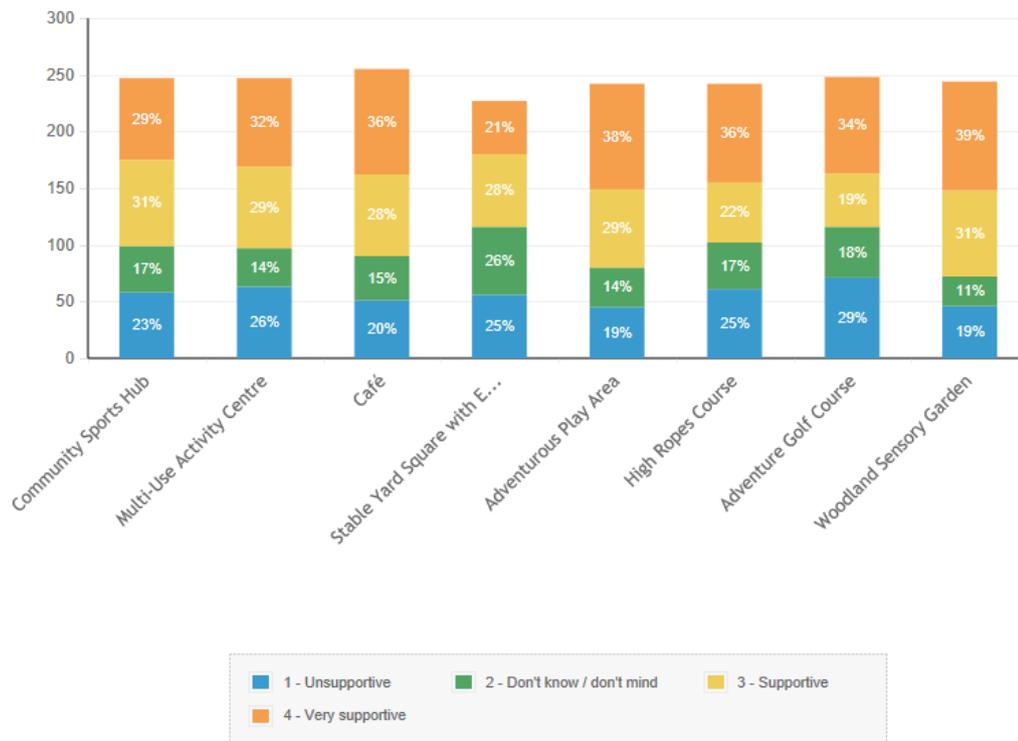
5.3.6 The questionnaire also asked respondents to rank their support for the proposed individual facilities within the Woodside Playing Fields draft masterplan, where 1 indicated they were unsupportive and 4 indicated they were very supportive. This was designed to draw out whether any particular facilities were more or less popular than others.

5.3.7 As demonstrated in Figure 2, the facilities with the highest support were as follows:

- Woodland Sensory Garden (70% selected either very supportive or supportive)
- Adventurous Play Area (67% selected either very supportive or supportive)
- Café (64% selected either very supportive or supportive)
- High Ropes Course (58% selected either very supportive or supportive).

5.3.8 The facilities that had the least support were Adventure Golf Course and Multi-Use Activity Centre (29% and 26% selected unsupportive respectively).

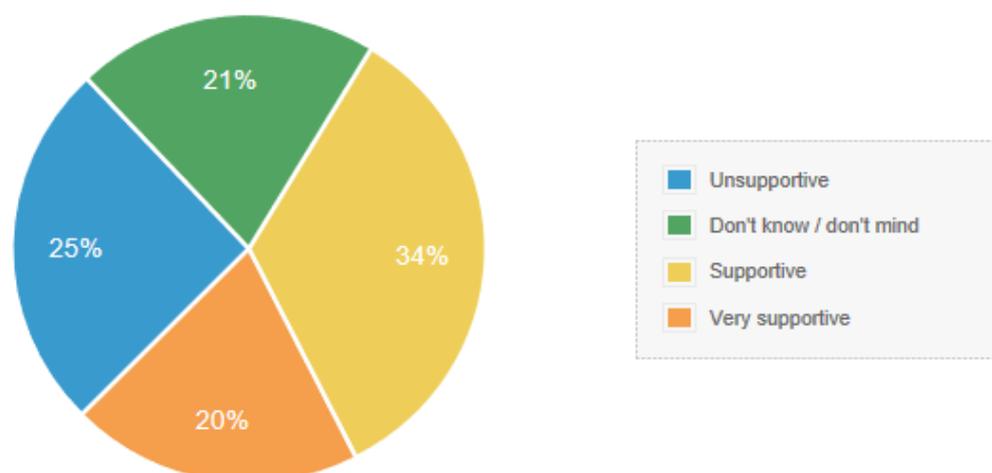
Figure 2: Support for proposed facilities within draft masterplan



5.3.9 The questionnaire also asked respondents to rank their support for the proposed layout and location of facilities within the Woodside Playing Fields draft masterplan. This was designed to gather feedback on whether respondents felt that the different facilities were positioned correctly on the site.

5.3.10 Figure 3 illustrates the summary of responses given. Positively, 20% of respondents are very supportive and 34% of respondents are supportive of the proposed layout and location of facilities. This indicates an overall percentage of 54% of support, compared to the 25% of respondents who expressed they were unsupportive of the proposed layout and location of facilities.

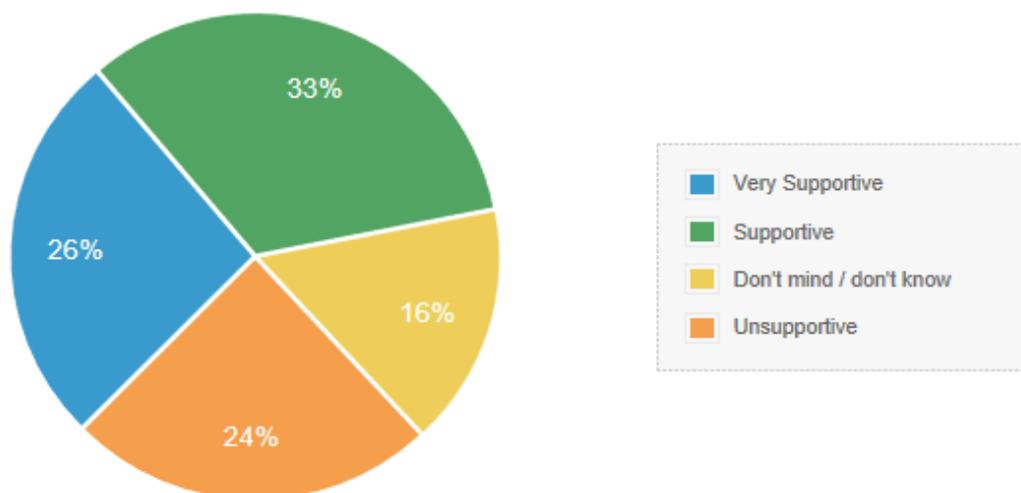
Figure 3: Support for the proposed layout and location of facilities within the draft masterplan



5.3.11 The questionnaire also asked respondents to rank their overall support for the Woodside Playing Fields draft masterplan proposals, as illustrated in Figure 4.

5.3.12 26% of respondents stated they were very supportive of the draft masterplan proposals, with a further 33% stating they were supportive. This indicates 59% of all respondents positively support the draft masterplan proposals compared with 24% of respondents who stated they were unsupportive.

Figure 4: Overall support for the draft masterplan proposals for Woodside Playing Fields



5.3.13 The questionnaire also allowed respondents to submit comments about the draft masterplan and the proposed facilities. A total of 240 comments were received. Common positive feedback was as follows:

- *A positive development for Watford*
- *Fantastic additional activities for children*
- *Activities such as the addition of Adventure Golf could attract new young persons to the area*
- *Thoughtful plans for the grounds*
- *Proposals will improve Woodside and make better use of the available space*
- *Very much-needed for youth, residents and the community.*

5.3.14 Conversely, common negative feedback was as follows:

- *Most of the facilities seem to be aimed at children or young adults, with little for older citizens*
- *The proposed activities of multi-use activity centre are all available at Woodside Leisure Centre*
- *Disabled activities / facilities need more representation and inclusion*
- *Over-development of Watford's parks and open spaces*
- *Significant disappointment of the removal of indoor bowls facilities*
- *Concerns over traffic congestion and parking provision and its impact on the site's peaceful character.*

5.4 Summary

- 5.4.1 The public consultation exercise has secured good levels of engagement and was successful in capturing the views and opinions of local people on the draft masterplan for Woodside Playing Fields.
- 5.4.2 The results from the online questionnaire showed a positive response to the draft masterplan proposals with 59% of respondents being either supportive or very supportive compared to 24% being unsupportive.
- 5.4.3 There were plenty of comments in support of additional and improved indoor and outdoor facilities for the community, although these were interspersed with negative comments from those who are concerned about over-development of the site, removal of the indoor bowls centre and anything that would impact negatively upon the peaceful nature of the site.
- 5.4.4 The public drop-in session at INTU shopping centre was successful in providing an opportunity for the general public to view the plans, ask questions and provide feedback. However, the session at Woodside Leisure Centre was monopolised by members and supporters of Watford Indoor Bowls Club who wished to express their concern over the proposed alternative use of this facility.

6 CONCLUSIONS AND RECOMMENDED NEXT STEPS

6.1 Conclusions

6.1.1 The key conclusions arising from the consultation on the draft masterplan for Woodside Playing Fields are as follows.

1. The consultation exercise was developed in partnership with the Council and delivered through a combination of face to face meetings, email correspondence and telephone discussions with identified occupiers and stakeholders, and through drop-in sessions and an online questionnaire promoted to the wider public through the Council's website and social media channels.
2. Resident clubs on the site including the cricket, boxing and athletics clubs are supportive of the overarching principle of the masterplan to develop a strategic sports hub. Other key occupiers of the site including the Council's leisure operator, SLM and grounds maintenance contractor, Veolia also welcome the proposals.
3. The proposals are welcomed by Hertfordshire FA and the England and Wales Cricket Board but opposed by the England Indoor Bowls Association due to the proposed removal of the indoor bowls centre.
4. Sport England supports the principle of developing a strategic sports hub in accordance with the Council's Sports Facilities Strategy but would like evidence to justify the need for the proposed alternative use of the indoor bowls centre and to better understand whether the anticipated benefits of such facilities would outweigh the impact associated with the loss of indoor bowls.
5. Consultation with local gymnastics and performing arts clubs has revealed strong demand for additional indoor space and a lack of suitable alternative facilities. This feedback supports the proposed alternative use of the indoor bowls centre.
6. The online questionnaire generated 448 responses, with a high level of engagement from residents within 15 minutes of the site (68%).
7. The results of the online questionnaire show a positive response from the general public to the draft masterplan proposals with 59% of respondents being either supportive or very supportive compared to 24% being unsupportive.
8. There is considerable opposition to the draft masterplan from members and supporters of Watford Indoor Bowls Club. This was manifested most clearly through feedback provided at the public drop-in session at Woodside Leisure Centre.

6.2 Recommended Next Steps

- 6.2.1 The Council may wish to consider how they intend to report back the results of the consultation to stakeholders and the wider public and to advise them how this process will be used to further develop the plans for the site.
- 6.2.2 As part of this feedback process, the Council may wish to address and respond to concerns or questions about the draft masterplan.
- 6.2.3 Assuming the Council wish to progress the masterplan through to detailed design stages, it will be essential to maintain regular dialogue with key occupiers to ensure the final plans meet their requirements.

APPENDICES

7 APPENDIX 1: ONLINE QUESTIONNAIRE REPORT

7.1 Introduction

7.1.1 A report on the online questionnaire is provided as a separate document.



This report has been written by The Sport, Leisure and Culture Consultancy (SLC). SLC was established in 2009 and advises organisations by developing effective strategies, planning sustainable facilities and procuring successful operational partnerships.

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Agenda Item 8

Part A

Report to: Cabinet

Date of meeting: Monday, 11 November 2019

Report author: Group Head of Transformation

Title: Notification of Exemption to Contract Procedure Rules Re: Service Desk and Network Services contracts

1.0 Summary

1.1 To note that the Group Head of Transformation and Managing Director approved an exemption to the Contract Procedure Rules relating to a one year extension of the ICT Service Desk and Network Services contracts.

2.0 Risks

2.1 There are no risks that need to be noted regarding this report.

3.0 Recommendations

3.1 That Cabinet notes the exemption has been given.

Further information:

Name: Emma Tiernan

Email emma.tiernan@watford.gov.uk

Phone ext:

Report approved by:

4.0 Detailed proposal

4.1 Attached as an appendix is a report granting an exemption to compliance with the Contract Procedure Rules.

4.2 These contracts were originally tendered in 2016 with a two year term including a two year extension provision. These extensions have been taken up and the contracts are due to end in June 2020.

4.3 The re-procurement of these contracts was included in the original Service Plan for ICT for 2019/20; however, due to the complexity and criticality of other key projects, which have been prioritised it will not be possible to deliver this project as originally planned, hence the requirement for a further one year's extension.

- 4.4 The current contracts, both with Amicus ITS Ltd, are performing well and assessed to be good value for money and therefore this extension will not negatively impact on the service or council.
- 4.5 Both contracts are below the Public Procurement Regulations threshold of £181,302.
- 4.6 The re-procurement will be delivered through the ICT service's 2020/21 Service Plan with a go live date for the new contracts of June 2021.

5.0 Implications

5.1 Financial

- 5.1.1 The Shared Director of Finance comments that the proposals will be contained within current budget provision.

5.2 Legal Issues (Monitoring Officer)

- 5.2.1 The Head of Democracy and Governance comments that only service contracts below a value of £181,302 can use the contract exemption rules as that is the threshold for complying with the Public Procurement Regulations.

5.3 Equalities, Human Rights and Data Protection

- 5.3.1 None

5.4 Staffing

- 5.4.1 None

5.5 Accommodation

- 5.5.1 None

5.6 Community Safety/Crime and Disorder

- 5.6.1 None

5.7 Sustainability

- 5.7.1 None

Appendices

- Procurement Exemption – Service Desk and Networks Services contracts

Background papers

None

Central Register of Exemptions

The Audit Plan 2013/14 – “Procurement and Contract Management Baseline Assessment” Recommended: “We recommend that consideration should be given to maintaining a central record of waivers and exemptions that have been approved.”

The Council’s Contract Procedure Rules (updated September 2016) state:

Exemptions

- Acquisition or disposal of Land:

These Rules do not apply to the acquisition or disposal of Land except where a lease or licence is granted as a part of a principal contract for other Works, Supplies or Services.

- Unforeseeable emergency:

Where exemption from these Rules is unavoidable due to an unforeseeable or emergency event involving immediate risk to persons or property or likely to give rise to major or serious disruption to the Council’s services, a Head of Service and the Managing Director may jointly approve an exemption. They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken. Urgency caused by undue delay will not be a valid reason for an exemption.

- Exceptional Circumstances:

An exceptional circumstances exemption may be jointly approved by a Head of Service and the Managing Director in limited and exceptional circumstances. This applies at the Managing Director’s discretion and only below the EU thresholds examples of which may include but not be limited to:

- Events which may involve significant risk to a key contract, for example where a key supplier goes into Administration or Receivership
- Situations which may cause significant disruption to a Council service
- Extensions of or additions to existing contracts where demonstrable benefits and clear savings can be shown
- Single tender action or use of a substitute contractor from the original tender responses to complete a contract or part of a contract
- Short term provisions to enable more effective and efficient procurement to be undertaken
- Other circumstances where clear synergies with existing services can be evidenced or where supported by substantial market research

They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken.

- Limited market:

A partial exemption may apply where a supply or service is only obtainable from a single or a very limited number of contractors. In such a case, evidence of the limited market must be provided, such as by public advertisement or detailed market research. A Head of Service and the Managing Director may jointly approve a partial exemption. They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken.

- Prior approval:

Other than as specified above no exemption from these Rules shall be made unless prior approval has been granted at a Cabinet meeting. Cabinet cannot authorise an exemption where the value of the contract would exceed the EU threshold or in non-compliance with the PCR2015.

Record of Exemptions – Heads of Service must ensure that full details of approved waivers and exemptions are recorded in a central register held by the Corporate Procurement Manager on behalf of the MD.

Approved Exemption Record Form

	Details
Exemption category <ul style="list-style-type: none"> • Unforeseeable emergency • Exceptional Circumstances • Limited market • Prior approval 	Exceptional Circumstances
Details / Circumstances / Explanation of why an exemption was required:	<p>The contracts with Amicus ITS were awarded in 2016 for an initial period of two years with provision to extend by a further two years in June 2018. These extensions were exercised and the contracts are currently due to expire in June 2020.</p> <p>These exemptions will enable one year's further extension to these contracts with a new expiry date of June 2021.</p> <p>The exemptions are required due to the lack of capacity in the Service to deliver the required re-procurement exercise along with a number of other high priority initiatives, which delaying would introduce significant risk to the council. This is assessed to be a low risk option as Amicus ITS are performing well and this would be expected to continue through this extension period.</p>
Approved by (Name and date): <ul style="list-style-type: none"> • MD (sign or attach copy of e-mail if appropriate)	
Approved by (Name and date): <ul style="list-style-type: none"> • HoS (sign or attach copy of e-mail if appropriate)	 Andrew Cox
Portfolio Holder informed (Name and Date):	Mark Watkin 27/9/19
Date reported to Cabinet:	11/11/19
Contract Title:	Service Desk Service Desk (Out of Hours)

	Network Services Patching Services
Vendor / Contractor:	Amicus ITS Ltd
Date Contract let:	1.07.2020
Term / Duration of Contract:	1 year
End date:	31.06.2021
Total Value of Contract:	Service Desk (including OOO) - £150,474 per annum NOC (including patching) - £88,226
WBC Contract Manager (Name and contact details):	Emma Tiernan Emma.tiernan@watford.gov.uk
Comments / Other Information:	
Date entered onto Exemptions Register:	
Signed by Responsible Officer:	

Copies to:

Contract File
Head of Service
Corporate Procurement Manager
Central Register of Exemptions