

## Part A

**Report to:** Cabinet

**Date of meeting:** 12 November 2018

**Report author:** Section Head, Parks, Open Spaces & Projects

**Title:** Woodside Masterplan Summary of Consultation & Engagement

### 1.0 Summary

1.1 This report presents the findings from the recent consultation and engagement on the initial and draft masterplan.

1.2 As part of the brief, SLC were also asked to review the initial costings of the proposals taking into account risk, timescales, and inflation. These are detailed below.

### 2.0 Risks

#### 2.1

<b>Nature of risk</b>	<b>Consequence</b>	<b>Suggested Control Measures</b>	<b>Response</b> (treat, tolerate, terminate or transfer)	<b>Risk Rating</b> (combination of severity and likelihood)
Funding not available	Project does not go ahead or is reduced	Detailed capital costings developed and firm bids proposed to ensure clarity and assurance	Treat	6
Revenue costs increase	Increased pressures on annual revenue budget	Business plan developed with all revenue aspects fully costed in advance of detailed design signed off by PMB	Treat	6
Loss of public support	Project is delayed	Comms plan developed in advance and	Treat	6

		signed off by PMB		
Indoor Bowls litigation	Project is delayed	Ensure have robust case	Treat	6
Stakeholders not engaged	Project is delayed	Comms plan developed and signed off by PMB	Treat	6

### 3.0 Recommendations

3.1 To note the report and report from the Sport and Leisure Consultancy (SLC) and approve the way forward as detailed in Section 5.2.

- **November 2018:** Cabinet report and PID developed. Develop brief to appoint design team (architects, landscape architects, engineer, QS, M&E, ecologist), updates to PMB
- **December 2018 – January 2019:** Procure design team and finalise capital bids.
- **February - March 2019:** Cabinet update – capital bids approved. Design team appointed
- **April 2019 onwards:** Design process commences

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

### 4.0 Detailed proposal

4.1 In July 2018, the draft masterplan was agreed and SLC were appointed to carry out engagement on the wider masterplan. This was to include site specific stakeholders, local residents, park users and sports governing bodies.

4.2 The consultation ended in October 2018 and the results are attached in the report as Appendix 1 as summarised by SLC. The Executive Summary is as below:-

#### Executive Summary of Consultation

The key conclusions arising from the consultation on the draft masterplan for Woodside Playing Fields are as follows.

- 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.

- 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.
- 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.
- 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.
- 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.
- The online questionnaire generated 448 responses, with a high level of engagement from residents within 15 minutes of the site (68%).
- 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.
- 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

## **5.0 Recommended Next Steps**

The Council will consider how we 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.

As part of this feedback process, the Council will also respond to concerns or questions about the draft masterplan.

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.

## 5.1 Costings

SLC was further commissioned in July 2017 to seek “further clarification on the costs of the proposed scheme, in particular the depot area, new build pavilion and new additions such as play, high-ropes and adventure golf”.

The purpose was to provide more detailed costings and to inform a capital bid process for funding the development. The approach adopted was designed to provide the Council with as much cost certainty as possible prior to the procurement of a design team and the commissioning of surveys required to progress the masterplan.

SLC and its associates, Paul Weston (Architect) and Castons (Cost Consultants), undertook two work-streams to inform this more detailed budget cost estimate in order to obtain as much cost certainty as possible at this master-planning stage. These work-streams included:

- An outline project programme taking account of the key stages of project delivery including procurement, design, planning application and construction so that predicted inflation costs on the construction total can be calculated. These inflation costs were based on the half-way point in the construction programme
- A priced risk register so that the contingency allowance included in the budget cost estimate is as accurate as possible and project specific. All project risks were assessed and, where possible, mitigation measures indicated.

Risk management is also critical to delivery of the project and the Project Risk Register is used by the Project Manager to evaluate and manage the project from a cost risk perspective. The Project Risk Register should entail:

- Risk identification
- Assessment of likelihood and impact of risk
- Mitigating action and risk ownership
- Establishing a weighted residual cost risk.

The risk register should be a live document for review at meetings so that risks can be proactively designed out or mitigated through the course of the project. It is therefore regularly reviewed and updated as design develops.

SLC’s associates Paul Weston and John Button have developed an initial project risk register based on the masterplan design and information available at this stage.

The total of the weighted residual cost risk assessments therefore becomes part of the project contingency allowance. The contingency is composed of two elements:

- A project contingency sum reduced from 10% to 5%: £302,000

- A contingency derived from the costed risk register: £530,000.

The total project contingency is therefore £832,000, bringing the updated construction cost to £8.21M. By adding the inflation costs (not included in the previous budget cost estimate) of £944,000, the updated **total development cost is estimated to be £9.154 million**. This figure will be used as a basis to formulate capital bids to allow the project to progress, subject to Cabinet approval. Project Management costs will also require to be covered. Further work is planned to ensure all capital costs are covered and the impact of revenue is fully understood.

## 5.2 The Way Forward and Timescales

The consultation has indicated strong support for the draft masterplan and it is now proposed to take the project forward:

**November 2018:** Cabinet report and PID developed. Develop brief to appoint design team (architects, landscape architects, engineer, QS, M&E, ecologist), updates to PMB

**December 2018 – January 2019:** Procure design team and finalise capital bids.

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## 6.0 Implications

### 6.1 Financial

6.1.1 The Shared Director of Finance comments that all proposals within the masterplan are subject to finalisation of the council's capital funding within the MTFS which will be considered in the 2019/20 budget process and will require further details to be developed in the business plan to validate the cost estimate.

### 6.2 Legal Issues (Monitoring Officer)

6.2.1 The Head of Democracy and Governance comments that any sums not currently budgeted for will need approval by full council. Any procurements will need to comply with the council's contract procedure rules

### 6.3 Equalities, Human Rights and Data Protection

6.3.1 Work on an EIA has commenced and will evolve as the project evolves. 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 masterplan will impact on facilities, property and accommodation at Woodside with a number of improvements to buildings and proposed relocation of the Veolia Parks depot onsite. New and improved facilities also will be developed for a number of sports clubs at Woodside, including Watford Town Cricket Club, Watford Boxing Club and a number of football clubs who use the site.

## 6.6 **Community Safety/Crime and Disorder**

6.6.1 The detailed design as it progresses will take into account all aspects of crime and disorder along with community safety in the design of buildings, car parking and wider environment.

## 6.7 **Sustainability**

6.7.1 Not applicable at this stage but will be developed further as detailed design progresses.

## **Appendices**

- Appendix 1 – Results of Consultation
- Appendix 2 – Draft masterplan

## **Background papers**

No papers were used in the preparation of this report.