



Business Case

Project Name	Project Manager
St John's Park Pavilion Redevelopment	Burgess Hill Cricket Club
Client	Duration
Mid Sussex DC & Burgess Hill Town Council	TBA

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

A new community facility for St John's Park, Burgess Hill on the site of the old Pavilion will;

- Increase the number of local people taking part in community and self-development programmes, assisting organisations to expand and enroll new members and designing and developing new activities to address gaps in social and economic service delivery.
- Enable and promote the delivery of a range of training and skills development programmes including community based social enterprise and volunteering. This will enable local people to gain confidence and education qualifications so that they may become economically active.
- Enable a more coordinated approach to the physical regeneration of a much-loved park. This will also potentially free up other local buildings and sites to contribute to the comprehensive regeneration goals of Burgess Hill.
- Provide a facility for Burgess Hill Cricket Club that meets the requirements of the England and Wales Cricket Board for Women and Girls Cricket and enables the club to be sustainable and progress within the Sussex Cricket League.

Anticipated outcomes from the project are:

- Increased participation in leisure activity for all ages.
- Increase in users with an interest in general community activity e.g. attending talks, events, community café, with the aim of bringing the community together, reducing isolation and building confidence and capacity.
- The creation of new healthy and outdoor attractions for visitors to St John's Park.
- The provision of a community meeting and exhibition space within a new building, together with a café to be leased to a private operator, creating a new business opportunity.
- A building that generates sustainable income for the Council and eliminates the losses that the building currently creates.
- The generation of a number of jobs from the development.



1. BACKGROUND

This Business Plan focuses the redevelopment of the St John's Park Pavilion, which forms part of St John's Park (SJP), and it is understood Mid Sussex District Council (MSDC) plan to spend c£1.3m on refurbishing the Park and its facilities, other than the Pavilion. This Plan sets out the overall strategy, organisational information and strategic context for the pavilion development and does not make any reference or comment upon the wider plans of MSDC for the Park.

At the present time due to the poor condition and design of the Pavilion, Burgess Hill Cricket Club (BHCC) are the only tenants of the building, and it is questionable, therefore, whether the charity is fulfilling its charitable objectives. The cricket club have been playing in this location since 1872, recently celebrating their 150th anniversary, when the land forming St John's Park and the adjoining Park Centre were bequeathed to the Town for its citizens to use for the pursuit of leisure.

The land comprising the Eastern half of SJP which is utilized by BHCC for its cricket activities and on which the Pavilion is situated, is managed by MSDC on behalf of the St John's Park charity. The Park is set within the St John's Conservation Area and forms part of a wider plot gifted by local benefactress, Emily Temple in 1874. By 1891, the wider plot had been split and the part now known as St John's Park was gifted to the Burgess Hill Local Board. The Charitable Trust was set up to oversee management of it and to maintain the park for the benefit of the local community.

The current pavilion was completely rebuilt following a fire around 1990 and was more recently partially redeveloped to incorporate improved changing facilities for BHCC. The remainder of the Pavilion now being more than 30 years old is inadequate for community use and has suffered significant dilapidation over the years. The simplest business case for a refurbishment and redevelopment is made by just examining the building. It attracted extensive vandalism and break ins until the installation of CCTV by the cricket club and security grilles by the Council and does not sit well in its setting particularly in view of the planned multimillion regeneration of St John's Park.

The interior of the building is unwelcoming, of poor layout and design, still subject to flooding and not-fit-for-purpose as a letting space for Community activities. Residents deserve better facilities that are welcoming, bright, dry and a pleasure to use to better meet the needs of the local community in terms of a venue for social functions and provision of adequate, fit-for-purpose space for community organisations to meet. The planned additional space will allow for local



needs and demands to be better accommodated. In addition, new services, activities and facilities can be brought into the area to better serve the needs of the local population.

The main aim for this project is to create a facility that is self-financing and sustainable. However, there is potential for a children's nursery, an anchor tenant café, in addition to new links made with local organisations all of whom could deliver regular services and pay rental lets for use of space. These new links and other additional users are projected to generate sufficient additional income to cover costs and deliver a return on the capital invested, turning a facility that currently loses in excess of £30,000 a year into a sustainable organisation.

It is noted that a new community facility is only a building and, in itself, this is not key to the regeneration of the park or the local community; it is the services that run therein and are delivered from this base throughout the wider park that have the potential to revitalise the local community, creating training and employment opportunities, linking people to jobs elsewhere, improving levels of health and reducing isolation. The building obviously needs to be fit for purpose, modern and capable of hosting these activities hence the need for this project. However, the focus once the facility has been built moves entirely to the potential for regeneration of the local community. In the planning of this project all parties need to ensure that as many service providers as possible are engaged to deliver projects, activities and services to local residents with the new facility providing them with a fit for purpose base for decades to come.

Whilst BHCC is an obvious beneficiary of the redevelopment, the plans have been designed first and foremost to produce a community facility which will be available for BHCC to use in much the same way as it uses the current facility. BHCC has spent some £40,000 on ground improvements around the Park. These have been well received by the local community. The funding of the facility envisages BHCC contributing a further significant sum to the capital costs of the redevelopment. In addition, given the current size of BHCC, club members will also be able to utilise the facility more outside of the summer months, contributing still further to the profitability of the new building.

2. VISION & AIMS OF THE PAVILION REDEVELOPMENT

Vision:

Our vision for the redeveloped Pavilion is a facility that brings together members of our fast-expanding community, as a much-needed focus point for community events and provides volunteering and work experience opportunities. This can become a quality building that provides those using the building and Park with a community focus and a space that reflects a commitment to the environment. Committed to accessibility, good service and a warm welcome, a place for residents and community building users, young and old alike. A place where people come to relax, to have a meeting or just to enjoy good food and beverages whilst enjoying the Park. It can



become a much loved and well utilised community space for people to catch up with friends or make new ones.

Aims:

The aim of the Pavilion project in terms of Sport, Health and Wellbeing is to extend and improve the facilities at the Pavilion and to provide a much-needed heart for the community for Burgess Hill. A core aim of the plans is to achieve long term civic quality, prioritising good quality and low maintenance materials and equipment. A much-improved building can encourage a range of additional social activities to include and integrate all sections of our community.

Accessible to all - Family friendly recognising the needs of all ages. Dementia and age friendly with memory boxes. Full "Changing Places" Hygiene Suite meeting the needs of those that cannot access standard accessible toilets.

Social and leisure groups - supporting a range of groups and provide opportunity for activities and encourage and support them to set up their own groups. This might include reading groups, knit and natter, board games, fitness activities, film groups, open mike sessions and any activity that brings a positive community benefit and social cohesion. Our overall aim will be to integrate everyone around common interests bringing people together.

Objectives:

Feedback from residents shows that there is a need to provide a local modern community facility in the heart of the town. Public open space such as St John's Park in the centre of a town is extremely rare. The project seeks to increase the range of community facilities whilst preserving the green oasis environment in the centre of the town.

Management of the Pavilion is yet to be agreed but all parties will monitor usage to ensure it remains relevant to the needs, aspirations and demands of the local residents. This proposed development has come on the back of the latent demand of the local community and will seek to significantly upgrade the facilities now on site. The proposal will seek to provide a flexible space which can be used for both sports and community initiatives, inclusive of diversionary activities and according to expressed accessibility needs.

The Pavilion Business Plan will further develop the range of services on offer at the Pavilion by providing greater opportunities to participate in a wide range of leisure activities and will continue to grow income and reduce the financial burden and risk of running the Pavilion.

The plan proposes good quality facilities that can be provided in a clean, safe, warm and friendly environment which provides value for money. It is designed to provide opportunities for everyone to participate in a wide range of cultural and leisure activities that encourage healthier lifestyles and promote community wellbeing being accessible to Burgess Hill's multiple communities.

The Pavilion recognises the need for a series of flexible, robust, bright, generous and independently operable yet connected spaces with access to the Park, to accommodate a wide range of community activities. Space has been provided for a community-led café and adjacent



publicly accessible toilets serving the SJP, encouraging crossover between the Pavilion and park users.

A community-envisioned, community-led facility, with generous, bright, inviting and flexible interior and exterior spaces can be brought to life by a huge variety of local and national individuals and organisations, working together to lead activities for diverse ages, faiths, genders and physical and mental health conditions. Channel shift to improve accessibility is included in the Plan aided by the development of the website and online booking system. In addition, the hours of opening will be assessed against demand to see if they should be extended further.

The development of this facility, at the heart of the community, will foster local pride encouraging the integration of new and existing residents, and strengthening the community.

Provision of flexible meeting space that could also be used as an activity space suitable for Yoga/Pilates and exercise classes for elderly users/Babies/toddlers. The building will have its own toilet/changing room/baby change facilities, separate from other toilets. It will have its own tea/coffee preparation facilities. The meeting space will have a flexible divider to separate the main area. There will be a separate kitchen and bar to increase attractiveness to hirers and provide an additional source of income from the facility. Toilets with disabled access and baby change facilities.

The brief reflects the size of accommodation and resources required to meet the purposes for use by the community and voluntary organisations identified through our discussions with local organisations.

The Park's leisure and community facilities will contribute towards providing local and accessible space for the provision of sport and keep fit activities, healthy eating awareness sessions and by providing a meeting place for social groups which support good mental health.

The capital investment required to fund the project is of the order of £1million. It is proposed that £800,000 of this be funded equally by the two Councils, with the balance being funded by BHCC either in the form of grants or debt or a combination of both.

Other Options Considered -

Do nothing and keep the existing service offer. This is disregarded as there is under-utilized space at the Pavilion after the departure of the junior playgroup and there is a need to reduce the cost burden of the Pavilion.

3. INCOME AND EXPENDITURE PROJECTIONS

Revenue Business Model

A revenue business model has been developed for the facilities. The business model sets out total income and expenditure projected once the pavilion developments have been completed.



In projecting the potential income streams, the following has been considered:

- size, layout and capacities of new pavilion areas.
- assessment of the existing income and expenditure to understand the current costs.
- demographic profile of the area.
- demand and supply assessments for key facilities.
- results of the stakeholder and community consultation and
- competition and comparable facility review for indoor/outdoor activities and soft play pricing.

Expenditure projections are based on the following:

- existing costs attributed to pavilion.
- industry rates for R&M and utilities for the pavilion.
- maintenance and equipment placement costs of the activity areas and
- central costs of the managing organisation.

A summary of the financial analysis spreadsheet is set out below.

**St John's Park Pavilion
Projected Profit & Loss Statement**

Projected Revenues	Capacity Utilisation				
	Year 1	Year 2	Year 3	Year 4	
	30%	45%	60%	75%	100%
	£	£	£	£	£
Preschool	9,750	19,500	29,250	35,100	39,000
Downstairs Evening	3,718	5,577	7,436	9,295	12,393
Upstairs Day	13,260	19,890	26,520	33,150	44,200
Upstairs Eve	3,978	5,967	7,956	9,945	13,260
Weekend Downstairs Day	3,213	4,820	6,426	8,033	10,710
Weekend Upstairs Day	5,355	8,033	10,710	13,388	17,850
Weekend Downstairs Eve	2,142	3,213	4,284	5,355	7,140
Weekend Upstairs Evening	1,714	2,570	3,427	4,284	5,712
BHCC	5,000	5,000	5,000	5,000	5,000
Coffee Shop	5,000	5,000	5,000	5,000	5,000
Additional Bar Income*	3,000	6,000	9,000	12,000	12,000
Total Projected Income	56,130	85,569	115,009	140,549	172,265



Projected Building Operational Costs

Insurance	6,500	6,825	7,166	7,525	7,901
Heating & Lighting	5,000	5,250	5,513	5,788	6,078
Rates & Water Rates	3,000	3,150	3,308	3,473	3,647
Refuse Disposal	1,200	1,260	1,323	1,389	1,459
Equipment repairs & maintenance	1,500	1,575	1,654	1,736	1,823
Cleaning	2,800	2,940	3,087	3,241	3,403

Administration Costs

Telephone, Internet and Alarm	1,800	1,890	1,985	2,084	2,188
Stationery Printing and Postage	500	525	551	579	608
IT Equipment & Maintenance	2,500	2,625	2,756	2,894	3,039

Total Expenditure	24,800	26,040	27,342	28,709	30,145
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Net Income	31,330	59,529	87,667	111,840	142,120
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Details of how the annual income has been estimated for this project is shown in the spreadsheet. The spreadsheet has been built to reflect various percentage capacity utilizations. It is anticipated that this percentage will increase each year once the operations of the building have been established. The revenue plan is based on the current and equivalent costs associated with managing a community facility of this scale. We would anticipate that ongoing revenue increases across the revenue plan of a further 3% increase p.a. could be achieved over the 4-year period. Costs for the facility will be based on existing costs and then adapted to meet the standard cost per square metre relative to the scale of the building and specifications. Costs have been projected to increase at 5% per annum compound across the years. Energy costs will be determined based on the scale of the building and energy needs reflecting expected uses and occupancy.

The building will be designed with particular attention to achieving highest standards of energy efficiency and carbon reduction within the fabric and servicing of the building to achieve carbon reduction. This will be achieved by inclusion of energy efficiency measures such as super insulation, solar panels and by maximising solar gain through external windows which will reduce ongoing costs.



As explained marketing will be a vital part of the Pavilion Management Group's role in order to promote the availability of space within the building for new lets and to support user groups with uptake of services and opportunities. The Council's and Club's role in marketing will complement the work of user groups, service providers and agencies to promote new services and activities. Collectively we should be able to originate, initiate and manage innovative projects to be based in the Pavilion. BHCC will market the facility and space as an affordable venue for parties, functions and community gatherings to its members and related families offering 'party packages' to maximise uptake of the available space for such activities and to generate additional income.

Charging Policy for Lets of Space

In the projections BHCC were conscious of the need to maintain the affordability of fees evident by community and voluntary group charges for space from £15 per hour. Over the following four years after opening, the lets for community space will increase further. These small increases are unlikely to affect usage of the facility and they are in line with the new accommodation being provided which is of far higher quality than existing or previous accommodation for these groups. BHCC believes that relatively small increases in letting charges should be gradually introduced over time. The increases should also coincide with the wider regeneration of the park. The fees demonstrate that a surplus can be generated providing a return on the capital investment, which is essential to create reserves to meet unforeseen costs which may be incurred, even in a new building.

This will also allow discretionary fee reductions or fee waivers for community groups which provide an essential service and are unable to afford lets at certain times. Income derived through lets is divided into the following categories as shown in the draft revenue projections table:
Pavilion User Groups: These would be groups who would hire out space in the pavilion for regular meetings, activity sessions, services etc.

Play Group: The new Pavilion has been designed in such a way to ensure that the downstairs and outside play area are fully compliant with OFSTED directives. It is therefore envisaged that a Play Group will be take up a long-term tenancy on the ground floor as there is a major shortfall of available childcare in Burgess Hill.

Café: The cafe will be let on a commercial basis and the rental fee from this will contribute to overall running costs with the intention that this will contribute to subsidising the Pavilion for community uses.

Function Hire: Individuals/Groups may wish to hire the Pavilion space for one off events/occasions/ celebrations

Grant funding: The Councils should be able to secure grant support towards running costs or specific themes to develop new projects and target specific client groups. There are many examples of Community facilities who regularly top up their earned income with a variety of revenue grants. All of the need and demand evidence and consultation demonstrate that the predictions outlined in the revenue plan are a reasonable projection of likely income



All of the need and demand evidence and consultation demonstrate that the predictions outlined in the revenue plan are a reasonable projection of likely income and costs.

4. MARKETING AND COMMUNICATIONS

There has been and will continue to be a dialogue with the community regarding the Pavilion through the design and build phase through social media, the press, local radio, newsletters and at face-to-face events. The purpose of wider community engagement will be to:

- Inform - Keep people informed, aware and up to date with all aspects of the project development
- Consult – Engage and listen to all stakeholders’ views as the concept progresses to ensure a match between the project development and stakeholder expectations.
- Involve – Ensure the wider community have an opportunity to influence the decision-making process. The aim is to ensure that there is ongoing community engagement with the Pavilion development and thereby learning and development opportunities in respect of how the building operates. This engagement will: -
- Create a real sense of participation and community
- Encourage new people to get involved and use the pavilion
- Inspire creative, positive thinking toward the use of the Pavilion
- Encourage new partnerships and uses for the Pavilion and wider building activity

Stakeholder groups identified include:

- Residents
- Voluntary & community sector
- Disability sector
- Older people
- Young people
- Parents with young children
- Business – Retailers, hospitality, commercial organisations.

A wide range of engagement activities is required to maximise impact and continuous engagement activity is needed to ensure ongoing involvement and interest in the Pavilion. This will be done through continued information giving, consultation and engagement via methods such as newsletters, social media, website, notice boards, public meetings.

The aim of the Marketing and Communications plan will be to promote the Pavilion and the new facilities with the purpose of raising awareness and generating good volumes of footfall consistently throughout the year which, in turn, will lead to sustainable levels of usage and affordability. This needs to be balanced against the cost, time and effort involved. With this in mind, use will be made of existing channels wherever possible.



Branding is made up of both imagery and a key message which incorporates the 'voice' of the building but focuses on the community theme. Brand development for the Pavilion will be undertaken once the building is occupied. Once agreed the brand will be applied consistently to all materials and communication used to promote the Pavilion. Emphasis will be given to identifying the key messages of the availability of high-quality space available to hire. It would be envisaged that both the Town and District Council's, as well as the Club's website will be used. These have the advantage of being good media for communicating greater levels of detail and a wider range of information. A pavilion domain will be created feeding directly to the appropriate pages on the Council website which will include information on opening times, and facility availability. Key social media identified from initial engagement with the community are Facebook, Twitter and Instagram. A key element will always be the inclusion of the website and social media addresses to drive traffic to these online options. Media relations and PR extend the links with the media beyond the current community engagement purpose to promote the range of activities and facilities provided by the building. Also, this approach will be used to promote success stories achieved and the organisations operating from it to enhance the overall image of the facility and raise the profile. Where the PR effort needs to be supplemented, we can build on existing relationships with local press and radio, to promote events and activities.

Pricing is a key component of the overall marketing of the facility making a clear statement of quality and value for money. It is important that the price point is within competitive parameters of the local economy. Work has been undertaken to review local economic factors in setting prices which satisfy both competitiveness, sustainability and the underlying purpose of the building facilities. Our income projections have been based on the known advertised hire rates of similar buildings within the County.

5. MONITORING AND EVALUATION FRAMEWORK

Time will need to be allowed within future workloads to undertake reviews and to create evaluation reports that will be useful when measuring success and financial viability. This will help to establish a track record of learning and improving and ensure good governance by all parties.