

# Burgess Park Buildings Masterplan

JUNE 2017 UPDATE - Issue 03 (Redacted)



**Note:** Some content within this report has been redacted on the grounds of commercial sensitivity and/or to ensure there is no possibility of negative impact on future tender processes, whether for building operators or for capital works associated with the delivery of this masterplan.

Michael and Partners developed a Buildings Masterplan for Burgess Park in the early part of 2016, with recommendations published in September 2016. The Masterplan dovetailed with earlier landscape masterplanning work undertaken by LDA Design.

Since September 2016, there have been a number of relevant further developments:

- More detailed business planning work for the Community Sports Centre has been undertaken, including a latent demand study to inform the viability of a new gym offer. The business planning work has fed into an ongoing dialogue with the Football Association's Parklife Football Hubs Programme which may result in the provision of grant funding to redevelop the football pitches and the Sports Centre building itself.
- A feasibility study has been carried out to explore the viability of the proposals made for the Old Library Bath and Washhouse. This study was undertaken by Michael and Partners between Oct 16 and Mar 17.
- Design work has been undertaken towards implementing the refurbishment of the Chumleigh West building in support of an enhanced conferencing and events business.
- Following a tender process for the Parklife Café, a new operator has been appointed and design work has been undertaken with a view to enhancing the café when the new contract begins in November 17.
- The Southwark Council cabinet have approved the creation of a new 'urban games' area within the park.

The purpose of this update is therefore to incorporate these various findings and further developments into a revised Buildings Masterplan.

# BUILDINGS MASTERPLAN OVERVIEW

## TENNIS CENTRE

Refurbished and extended with the addition of a new café serving the western end of the Park.

## CHUMLEIGH GARDENS ALMSHOUSES

Redeveloped to provide high quality office, co-working, meeting and event spaces. Parklife café refurbished and expanded.

## URBAN GAMES CLUBHOUSE

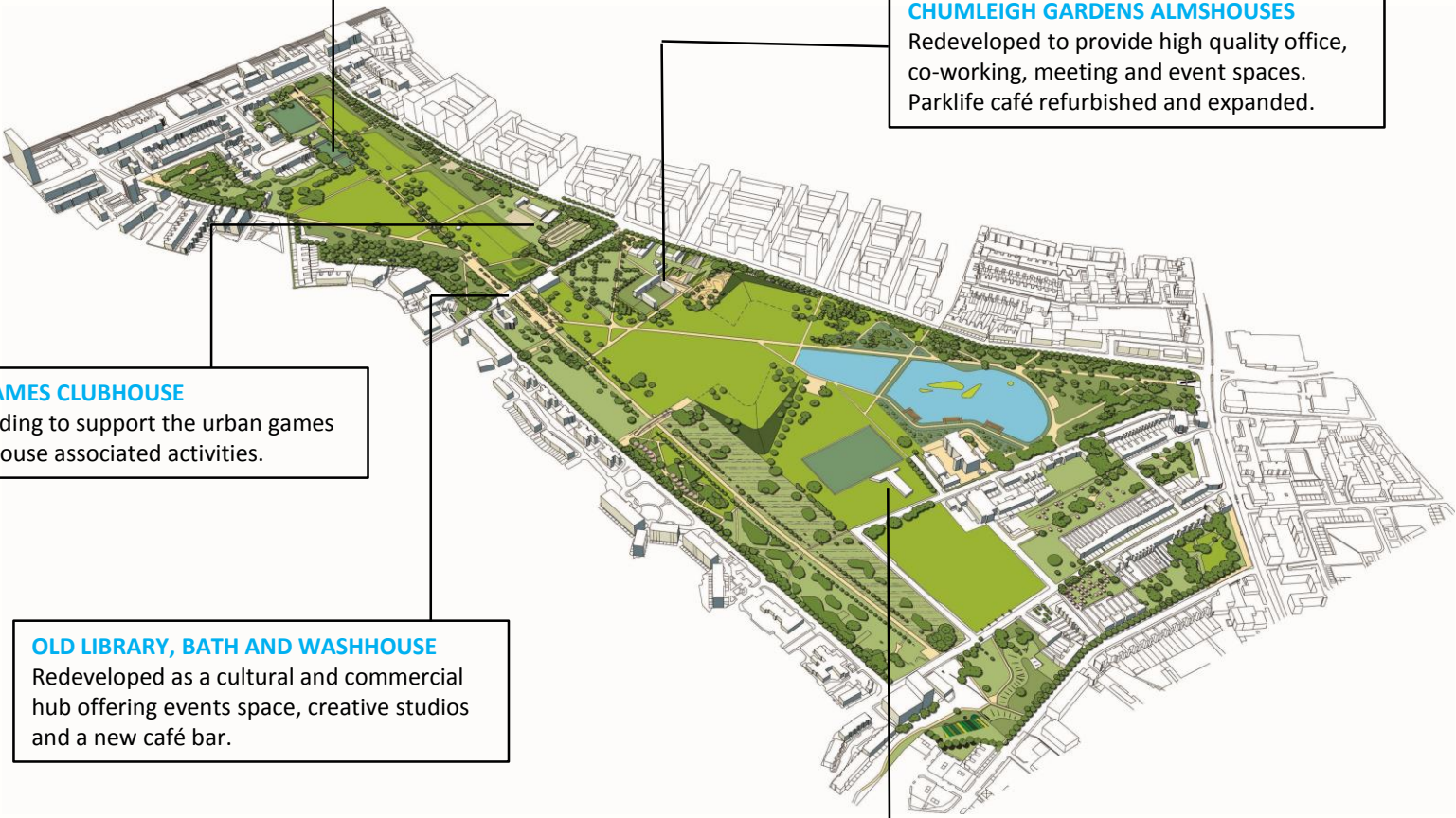
A new building to support the urban games area and house associated activities.

## OLD LIBRARY, BATH AND WASHHOUSE

Redeveloped as a cultural and commercial hub offering events space, creative studios and a new café bar.

## COMMUNITY SPORTS CENTRE

Refurbished and extended to house a new gym and better facilities for resident sports clubs.





# BURGESS PARK BUILDINGS MASTERPLAN

## OLD LIBRARY, BATH AND WASHHOUSE

BURGESS  
PARK

Southwark  
Council



### CURRENT SITUATION

- The Passmore Edwards Old Library, Bath and Washhouse ('OLBAW' hereafter') is currently home to Lynn AC Boxing Club, the RCGG Faith Foundation church and Theatre Delicatessen, all on short term leases.
- The building currently generates █████ of annual rental income. Taking into account utilities and insurance costs, this enables the building to operate on a broadly break-even basis, but without any provision for (much needed) maintenance and modernisation.
- In the context of the regeneration of Burgess Park and the surrounding area, a plan is needed to restore this Grade II listed building and to develop a role for the building that is more relevant to the local community, as well as being financially sustainable in the long term.

### BACKGROUND AND RECENT WORK

- Michael and Partners recently carried out a Feasibility Study to explore the feasibility of the (broadly similar) proposals for the future of OLBAW previously set out at a high level by LDA Design (Landscape Masterplan) and Michael and Partners (Sep 2016 Buildings Masterplan); and in more detail as part of the study conducted by Plincke for the Friends of Burgess Park.
- LDA, MandP and Plincke have all envisioned OLBAW as a multi-use cultural and/or commercial hub featuring some or all of: artists' studio space, rehearsal facilities, office and co-working space, space for public and private events and functions and a cafe/bar/restaurant. As part of this study, MandP undertook market testing to establish the viability of, and demand for, these functions.
- Other strands of the study included the development of an architects concept scheme (to enable more accurate capital costs estimates to be created), an exploration of funding options, the creation of a post-redevelopment financial model and an investigation of possible building management approaches, as well as the formulation of an implementation plan.

The following pages set out the key elements of the OLBAW Feasibility Study findings and recommendations.

Should more detail be required, please refer to the full study report document: OLBAW Feasibility Study Version Issue 2.0 (15<sup>th</sup> March 2017).

## **OLBAW FEASIBILITY STUDY – REDEVELOPMENT OBJECTIVES**

The OLBAW Feasibility Study was undertaken on the basis of the following redevelopment objectives for OLBAW:

### *Objective 1*

#### **Safeguards OLBAW Building Heritage**

Given the dilapidated state of the OLBAW building, any plan must include a refurbishment and modernisation of the building, making it fit for purpose for the long term and executed in a way that safeguards the heritage of the building.

### *Objective 2*

#### **Community Focussed**

OLBAW must continue to be a community asset and, as such, the building's future uses must be relevant to the local community by providing activity that the community benefits from and/or housing activity that the community has expressed a desire to see within the building.

### *Objective 3*

#### **Establishes OLBAW as 'The Heart of the Park'**

OLBAW must be established as the 'heart of the Park, and thus must be relevant to its Park setting. This means that some elements of the building's offer must be relevant to Park users. In addition, the architectural changes that are made should include some element of re-orientating the building towards the Park.

### *Objective 4*

#### **Consistent with the Park Masterplans**

The functions that OLBAW houses in the future must be consistent with the wider Park Landscape and Buildings Masterplans.

**OLBAW FEASIBILITY STUDY – REDEVELOPMENT OBJECTIVES (cont'd)***Objective 5***Consistent with Emerging Wider Regeneration Initiatives**

The regeneration of the local area will introduce new kinds of community facilities to the local area as well as bringing about changes in resident demographics. The plan developed for OLBAW must take account of these forthcoming changes.

*Objective 6***Fundable**

The initial costs of the project and the redevelopment of the building must have a realistic chance of being met from identified sources of funding.

*Objective 7***Financially and Operationally Sustainable**

It must be possible to operate the building in a financially sustainable manner. The building should be income generating for Southwark to some degree, and certainly should not require any ongoing subsidy or further investment for the foreseeable future. There must be a clear plan for the ongoing management of the building and the vision must be operationally viable.

*Objective 8***A Home for Culture**

The Building Masterplan identifies OLBAW as the most suitable location for cultural activity within the Park. A cultural focus has also emerged from recent consultation activity as a key desire of the local community.

## OLBAW FEASIBILITY STUDY – MARKET TESTING FINDINGS

The OLBAW Feasibility Study concluded that:

- There is a viable future for the Old Library as a flexible, mixed use activity and events space:
  - Daytime and evening community hires (community groups, fitness classes etc.)
  - Small scale performance and cultural events of various kinds
  - Occasional rehearsals
  - Weddings and civil partnerships (ceremonies and receptions)
  - Other medium and large scale social gatherings and parties
  - Children’s parties
  - Daytime corporate events and meetings
- There is significant unmet local demand for artist studio space and thus the Bath and Washhouse building should be configured to meet this need.
- Whilst there is a level of risk associated with the pace of economic and demographic change as part of the forthcoming regeneration, OLBAW can support a new café bar designed to serve users of the building, visitors to the park, and the local community.
- Whilst there is some local demand for the provision of hot desking and co-working space, this is best met by the capacity already planned to be made available as part of the Chumleigh Gardens refurbishment (see below).



### MASTERPLAN RECOMMENDATIONS: VISION AND PROPOSED BUILDING USES

Following completion of the feasibility study work, the vision for the future of OLBAW can be summarised by this aspirational statement.

*The Passmore Edwards Old Library Bath and Washhouse is a vibrant community and cultural hub in the heart of Burgess Park. The Grade II Listed building was recently refurbished and modernised with the help of an HLF Enterprise Grant and now houses an exciting mix of events and activities and is home to a number of artists and creative businesses.*

*The Old Library has been transformed into a beautiful multi-purpose activity and events space with a terrace that opens out to wonderful views of the Park. The space is now used for range of varied activities, from participatory arts and performances, to community meetings and fitness classes, as well as weddings, parties and occasional corporate meetings and training days.*

*The Bath and Washhouse is now a hive of artistic and cultural activity housing artists' and makers' studios, an informal exhibition space and a vibrant café bar. During the daytime, the café bar serves both users of the building and visitors to Burgess Park with customers spilling out onto the terrace during the summer months. By night, good food and drink and a programme of evening events provide a focal point for the emerging evening economy – and a favourite hang-out for local residents, both new and old.*

*This much loved but recently rather derelict and desolate building is now truly the 'heart of the Park'.*

# OLD LIBRARY, BATH AND WASHHOUSE DESIGN CONCEPT



Fig 1. Rear / East Elevation Proposal

SCALE 1:100

# OLD LIBRARY, BATH AND WASHHOUSE DESIGN CONCEPT

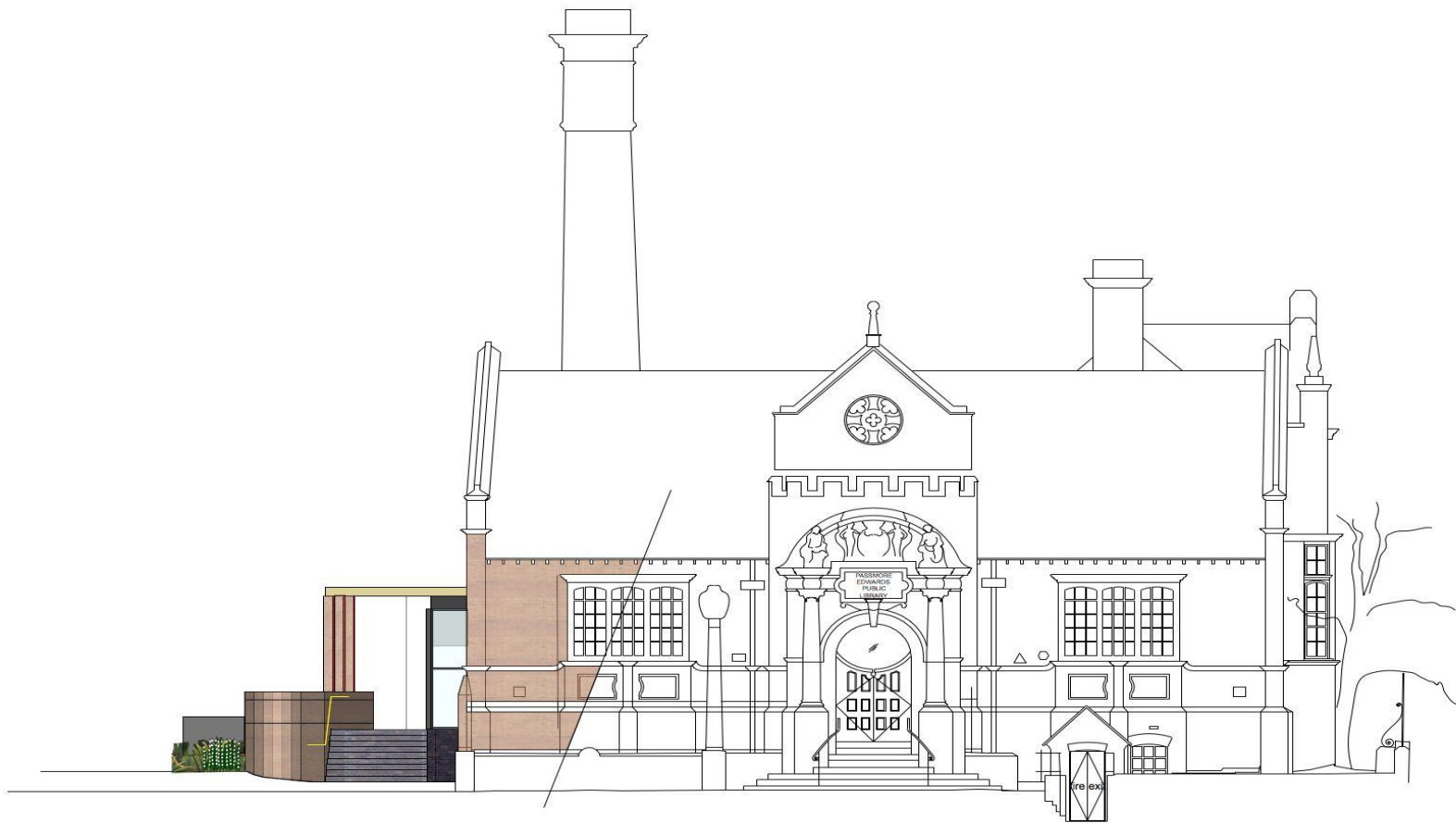


Fig 2. Old Library / North Elevation Proposal

# OLD LIBRARY, BATH AND WASHHOUSE DESIGN CONCEPT

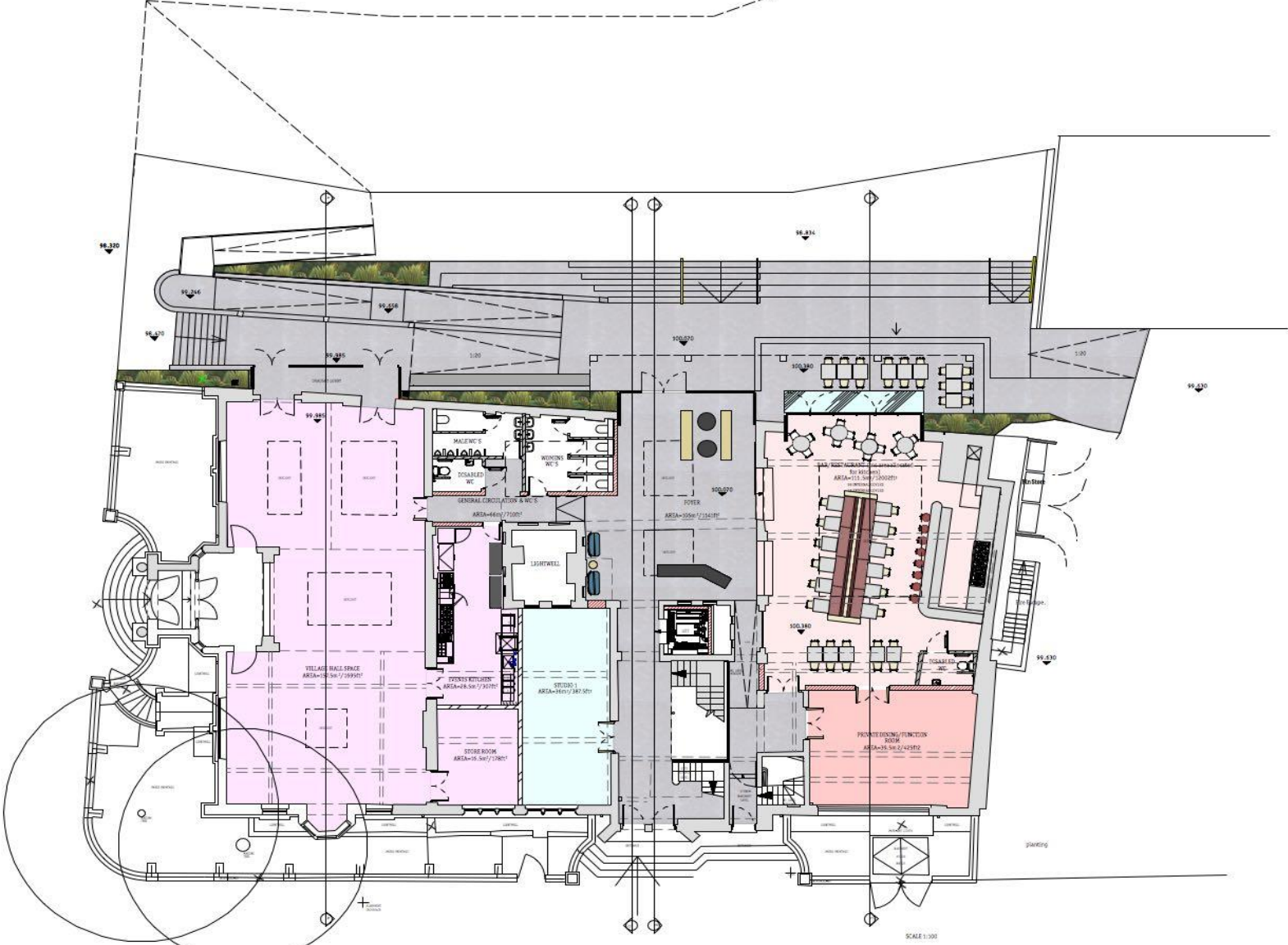


Fig 3. Proposed Ground Floor Plan



# OLD LIBRARY, BATH AND WASHHOUSE DESIGN CONCEPT



Fig 4. Building Reception / Welcome Area Concept Image



### BUSINESS CASE SUMMARY

#### Investment and Funding

- Forecast project cost of [REDACTED], inclusive of design and build, fit-out and professional fees.
- A £2M HLF Heritage Enterprise Grant application is proposed.
- Remaining funding of [REDACTED] to come from Southwark Council with a contribution from the chosen building operator(s).

#### Income

- We forecast 'net income' (after all direct operating costs) to be [REDACTED] by Year 5 of operation, based on a mid-case scenario, to be shared between Southwark Council and building operator(s).

#### Management

- We recommend that, post-development, OLBAW is managed by a master tenant, supported by a catering contractor to run the Café Bar.
- We have further recommended that the management of OLBAW be combined with the management of the event, meeting and co-working facilities at Chumleigh Gardens West and Chumleigh North. We believe this makes sense given the similarities between the functions being performed as well as providing much needed economies of scale.
- We have suggested that a tender process be initiated at an early stage to find preferred partners to whom Southwark can entrust management of the building. This process will serve to both further refine the project vision and having an operator in place on a provisional basis will strengthen the proposed application to the HLF for a portion of the capital funding.

## OLBAW FEASIBILITY: KEY CONCLUSIONS

- **Redevelop vs Do Nothing.** The initial capital required to enable the building redevelopment (£█████ ex VAT) is substantial, particularly when viewed in the context of the relatively modest income generated post-redevelopment. However, the 'do nothing' scenario also carries a real cost. In the absence of a significant refurbishment, it is clear that the maintenance and repair costs will be substantial and ongoing. The derelict basement area will also remain unused in this scenario. Moreover, OLBAW will remain a 'gap' in the otherwise coherent masterplan for the park and its buildings, and indeed the wider regeneration of the local area. In this context, there is a strategic cost in allowing such a visible and high-profile building to continue along a path towards dilapidation and under-use.
- **HLF Grant.** The prospects of securing an HLF Enterprise Grant appear to be reasonable, but success is by no means guaranteed, and care would need to be taken to ensure any Round 1 application was as well constructed as possible. The project's chances would be further improved if OLBAW came to be categorised as formally 'at risk' by English Heritage, and if a building operator was identified at an early stage in order to give the best possible definition to the post-redevelopment narrative.
- **Building Operators.** The potential operators with whom MandP undertook dialogue as part of the feasibility study were enthusiastic about the project and the prospects for the building. We are confident any tender process to find an operator for the building would generate significant interest.

### OLBAW FEASIBILITY: KEY CONCLUSIONS (cont'd)

- **Financial Sustainability.** Once the redevelopment is completed, the operating model appears to be financially sustainable, although levels of income generation for Southwark will be modest. Our assessment is that the project is most financially viable, and has the least risk, if the management of OLBAW is combined with the meeting, event and co-working facilities within Chumleigh Gardens in order to harness the maximum possible benefits of scale.
- **Regeneration and Risk.** The residual uncertainty around the impact and pace of change associated with the local area regeneration is a significant project risk and means that, for the time being, the vision should be left sufficiently flexible to be able to respond to a change in the regeneration context, or alternatively to harness the more bespoke, entrepreneurial approaches to mixed usage that may emerge from the proposed operator tender process.
- **Window of Opportunity.** Redeveloping OLBAW would undoubtedly deliver significant benefits to local residents and to Burgess Park users, and would complete the vision of a revitalised Burgess Park. Progressing the project now, rather than later, would enable OLBAW to stake a claim for the functions it seeks to perform, enabling the wider regeneration to develop in a way that takes into account that positioning. In this sense, there is a window of opportunity to secure the building's future that will not exist indefinitely.

Subject to the points set out above, MandP's conclusion is that, if capital funding can be secured, the identified Redevelopment Objectives can be achieved and thus the project is feasible.

### BENEFITS, RISKS AND ISSUES

#### Benefits

- ✓ Delivers a redeveloped OLBAW, preserving the building's heritage.
- ✓ Brings OLBAW back into full use with a combination of functions that are relevant to the park setting and surrounding community.
- ✓ Delivers long term financial sustainability

#### Risks and Issues

- Uncertainty around pace of wider regeneration could mean it takes longer for the more 'commercial' building elements to reach full income potential.
- Should HLF grant application fail, this will create a [REDACTED] funding gap.

# BURGESS PARK BUILDINGS MASTERPLAN

## OLD LIBRARY, BATH AND WASHHOUSE

### IMPLEMENTATION AND PHASING

Given the residual risks that remain, the implementation plan is designed to provide a series of gateways with success criteria associated. Thus, if the success criteria are not met, the project can be suspended with a view to it being re-thought or abandoned, with the minimal level of further investment being put at risk at each stage.

- Phase 1 – Secure Key Stakeholder Support for Vision
- Phase 2 – Secure Funding for Phase 3 (Provisional Tender)
- Phase 3 – Run Provisional Tender for OLBAW Master Tenant and Catering Contractor (also Phase 1 Chumleigh Tender)
- Phase 4 – Refine OLBAW Vision and Plans with Chosen Operator
- Phase 5 – Prepare HLF Enterprise Grant Round 1 Application
- Phase 6 – Prepare HLF Enterprise Grant Round 2 Application
- Phase 7 – OLBAW Redevelopment Final Planning
- Phase 8 – Redevelopment Works
- Phase 9 – OLBAW Launch Planning

Implementation Phase	Estimated Phase Cost (£k)	2017				2018				2019				2020				2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Phase 1 - Secure Stakeholder Support																					
Phase 2 - Secure Funding for Phase 3																					
Phase 3 - Provisional Tender																					
Phase 4 - Refine OLBAW Vision																					
Phase 5 - HLF Round 1																					
Phase 6 - Development Phase / HLF Round 2																					
Phase 7 - OLBAW Final Planning																					
Phase 8 - Redevelopment Works																					
Phase 9 - Launch Planning																					
Total Cost																					

The timetable concludes with the OLBAW re-opening following the redevelopment in Spring 2021.





### CURRENT SITUATION

- The Community Sports Centre is well used but offers limited facilities and is in a poor state of general repair.
- The Centre continues to operate at a loss and, even if cost reductions were to be made, there is little prospect of delivering a surplus without further development of the offer and revenue streams.
- There is an existing project underway that hopes to see the Sports Centre pitches refurbished and expanded, funded by a grant from the Football Association's Parklife Football Hubs Programme. This scheme could see the Sports Centre refurbished and extended or even relocated to a different location within the site to allow for the optimal pitch configuration. A Feasibility Study is currently underway to analyse these options and will report July 2017. If the project progresses, redevelopment would take place during 2018 and/or 2019.

## BACKGROUND AND RECENT WORK

In addition to the Parklife Feasibility Study that is currently underway to examine the viability of different football pitch configurations, two other pieces of work have been completed and feed into the recommendations contained in this masterplan:

- i) A Latent Demand Study, examining the likely level of take-up if a new budget gym and studio offer were to be created within an expanded and redeveloped Sports Centre. This study established that, barring the creation of other local competition (which is a risk noted below), current levels of demand should result in a membership base of up to 800 individuals after 3 years.
- ii) A Sports Centre Business Planning exercise, modelling the financial impact of the addition of new pitches and the enhanced gym and studio offer.

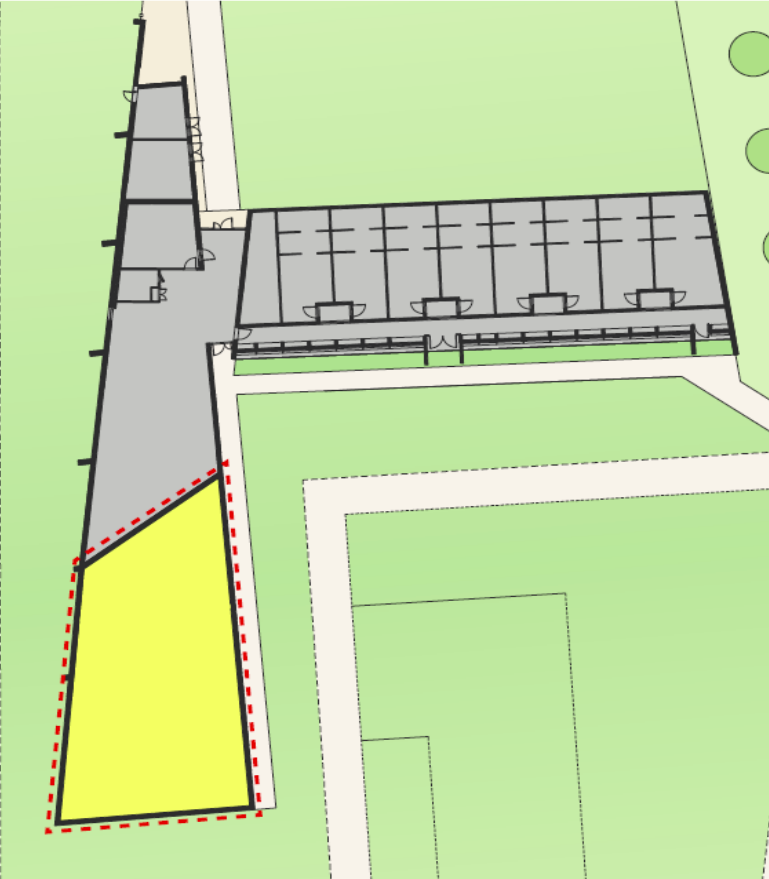
## MASTERPLAN RECOMMENDATIONS

The final configuration and the location of the Sports Centre will be dependant on the outcome of the Parklife process, but the Masterplan recommends that the following constituent elements are incorporated.

1. If the existing building is retained, then it should be refurbished to address current deficiencies with utilities and general state of repair.
2. An extended (if existing building) or new Community Sports Centre should to deliver the following new facilities:
  - i. A new dedicated 35-40 station gym, replacing the current ad-hoc temporary gym offer
  - ii. An enlarged and improved multi-use studio, suitable for both fitness activity and small functions, and as a wet weather viewing area.
  - iii. Improved Reception and lobby area, including new food and drink vending offer
  - iv. Improved and expanded toilet facilities, suitable for use by both participants and spectators
  - v. Dedicated space for Southwark Tigers / Burgess Sports, enabling them to vacate their current Chumleigh Gardens premises.
3. Subject to agreeing appropriate commercial terms, the Masterplan recommends transferring the operation of the Sports Centre to a third party leisure operator.

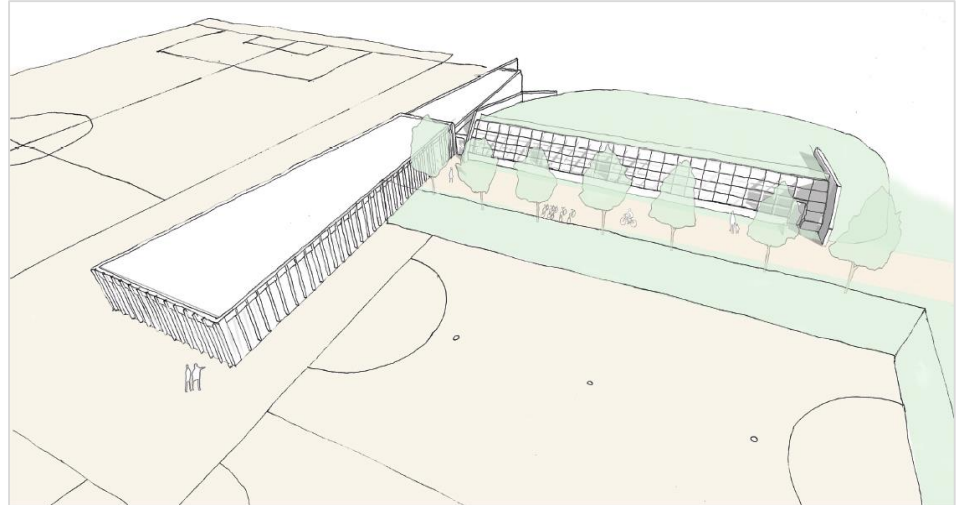
# COMMUNITY SPORTS CENTRE DESIGN CONCEPT

Concept to show extension to existing building, housing dedicated gym, enlarged studio, clubhouse facilities and storage for resident clubs, as well as food and drink vending, and additional toilets.



Indicative ground floor plan

EXISTING BUILDING RENOVATION      PROPOSED EXTENSION



BELL PHILLIPS ARCHITECTS

## BUSINESS CASE SUMMARY

### Investment and Funding

Assuming extension of the existing building:

- Estimated investment requirement of [REDACTED]: [REDACTED] for extension (TBC and subject to value engineering) and fit-out, and a further [REDACTED] for gym equipment. Significant additional capital for pitch works.
- This sum would be included in the planned bid for an FA Parklife grant. Thus, if successful, no borrowing or other funding would be required.

### Income and Management

- Forecast income associated with building extension is circa [REDACTED] per year – consisting of gym membership fees, studio activity and food and drink sales.
- Revenue forecasts are based on reaching 500 paying gym members, at £19.99 per month. This forecast takes into account ‘Free Swim and Gym’.
- Related operating costs (staffing, utilities, gym marketing) of circa [REDACTED], generating a modest [REDACTED] additional contribution each year (this is in addition to core business improvements and incremental pitch income which will be substantial).
- We recommend handing the Centre management to a third party operator.



### BENEFITS, RISKS AND ISSUES

#### Benefits

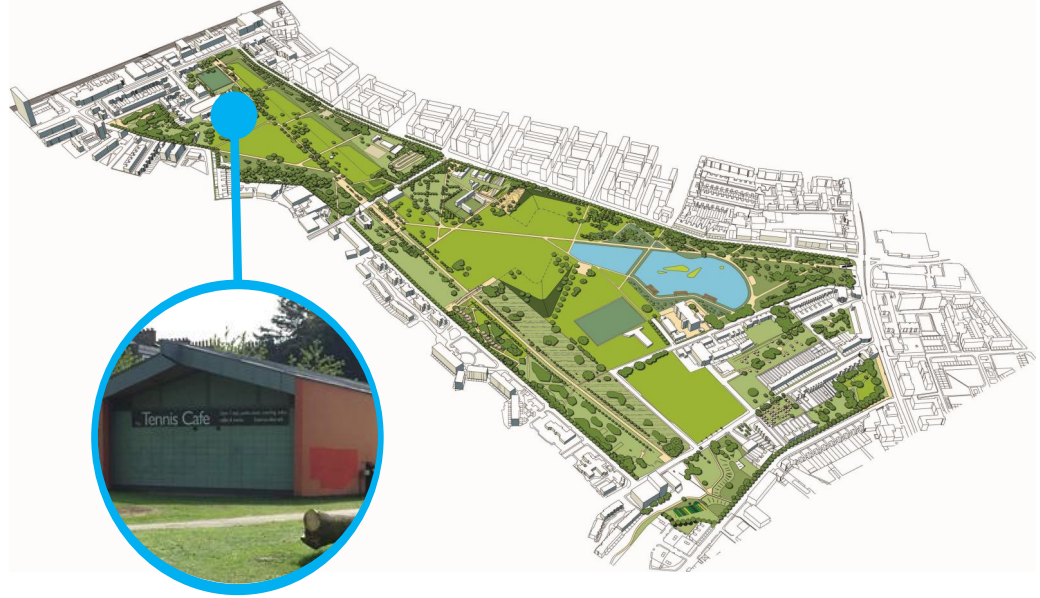
- ✓ Provides significant upgrade to current facilities and develops new income streams from gym, dedicated studio space and food and drink sales (vending area).
- ✓ Enhances facilities for public and spectators (viewing area, additional toilets).
- ✓ Serves both existing and future residents who currently do not have gym facilities within easy reach.
- ✓ Handing centre to a specialist operator relieves Southwark of day-to-day management responsibility, and a minimum revenue guarantee (if successfully negotiated) would provide a level of guaranteed income.

#### Risks and Issues

- Financial business case for gym facility is marginal, but gym and wider facilities forms part of the Parklife Football Hub model, and is beneficial for the local community.
- There is a risk of not reaching 500 gym members, although this target figure is well below the 800 member level indicated as being achievable by the Gym Latent Demand Study. Moreover, if grant funding secured, no Southwark capital is placed at risk.
- Current competitive landscape is favourable, but new competitors could spring up as part of forthcoming regeneration developments.

### CURRENT SITUATION

- Tennis Centre and facilities currently operated by Be Active, on a contract that is currently set to expire (following a recent extension) in [REDACTED]. Current commercial arrangements mean that the building and its operation require [REDACTED] from Southwark.
- The building is in reasonable structural condition but is nonetheless not fit for purpose in a variety of ways and has fallen into a state of general disrepair. The routes for accessing public toilets are problematic and have led to problems with abuse of these facilities.
- The current food and drink offer is very limited. MandP forecast that the regeneration of the surrounding area will increase the demand for tennis facilities and also for an associated food and drink offer of a higher quality than that currently provided.
- Southwark has recently refurbished the existing courts. An expansion of court facilities has also been considered but would require external funding.



### BACKGROUND AND RECENT WORK

- Southwark have recently taken the decision to tender for a new operator for the tennis centre but on the basis of a relatively short term lease which will run from 2017 to 2023 (plus the potential for an additional seven years), thus ensuring the lease dovetails with the renewal date for Southwark's wider leisure services contract.
- The resulting short lease term will mean significant investment in the existing Tennis Centre facility will be difficult for any new operator to fund. Consequently, the vision set out within this Masterplan should be seen as a longer term vision for implementation as part of the next contract cycle from 2023 onwards.

## MASTERPLAN RECOMMENDATIONS

Given the recent decision to award a short term contract to a new Tennis Centre operator, thus making substantial capital investment difficult, the following recommendations are made in relation to the long term rather than short term.

1. Redevelop and extend the Tennis Centre to include a new café orientated towards the park.
2. Re-order the interior to allow for direct access to the toilets.
3. Refurbish and improve the existing building interior to make it fit for purpose.
4. Subject to agreeing appropriate commercial terms, transfer operation of the Tennis Centre to a new third party operator. Options include general leisure operators, specialist tennis facility operators and catering contractors, many of whom are also equipped to operate leisure facilities associated with food and drink outlets.
5. Adopt a phased approach that would see a new operator take over current facilities and then work with Southwark to develop and finalise the building refurbishment plans.

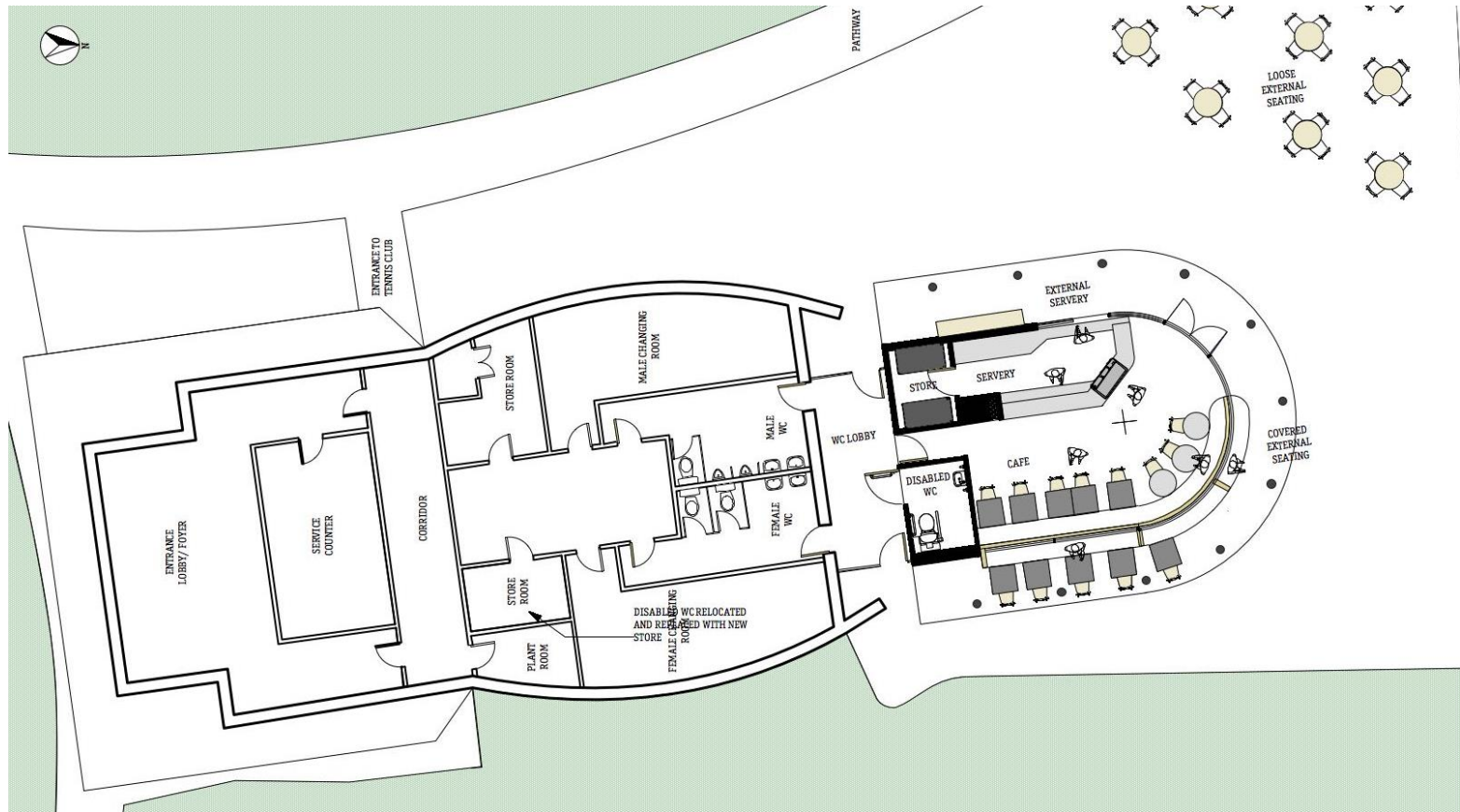
# BURGESS PARK BUILDINGS MASTERPLAN

## TENNIS CENTRE

BURGESS  
PARK

Southwark  
Council

### DESIGN CONCEPT



Plan view showing café (16 internal seats) and new toilet access



# TENNIS CENTRE DESIGN CONCEPT



### BUSINESS CASE SUMMARY

#### Investment and Funding

- Proposed scheme requires investment of [REDACTED] (£ [REDACTED] on café extension, [REDACTED] on other improvements).
- Southwark should seek funding from a new operator, in combination with a grant application to the LTA. Given the sums involved, a new operator is likely to require a lengthy contract to justify the level of investment.

#### Income and Management

- Conservatively, we forecast that the proposed scheme will produce incremental income of circa [REDACTED] per year:
  - [REDACTED] contribution from café operation (based on sales of [REDACTED]); and
  - [REDACTED] a year of incremental tennis income from increased tennis activity
- Annual income will depend on the scale of investment from the incoming operator and the length of contract award (which in turns affects the annual financing costs for the new operator associated with the investment). A mid-point target income of [REDACTED] per year is proposed. This, combined with a move away from the current subsidised arrangement (net [REDACTED] annual cost to Southwark), will result in a [REDACTED] annual improvement versus current arrangements.

## BENEFITS, RISKS AND ISSUES

### Benefits

- ✓ Enhances a facility that is currently in a poor state of repair and is not fit for purpose in various ways. Brings centre up to standard of courts (once courts refurbished).
- ✓ New café addresses current shortfall in food and drink provision in Burgess Park generally, and in West end of the park specifically.
- ✓ Resolves a current public toilets security and access issue

### Risks and Issues

- Some commercial risk around forecast café and tennis revenue uplift.
- Agreeing terms with a new operator prior to commencing with the development could fully de-risk the scheme for Southwark.
- Given the existing building in this location, and the proposed improvements, there are unlikely to be any planning issues.
- It would be important to ensure any new operator maintains a strong commitment to coaching young people.





### CURRENT SITUATION

- Chumleigh South serves as the Parks teams' office.
- Chumleigh West is currently operated by First Place Children's Centre as a meetings and events facility (under a separate lease to their own building). This lease is due to end in July 2017 and First Place have elected not to extend. Whilst structurally sound, the quality of internal decoration is poor and there are limited ancillary facilities.
- Chumleigh North ground floor houses the Parklife Café whilst the first floor office suite is sub-let to a church organisation, who also use facilities in Chumleigh West for Sunday meetings.

### BACKGROUND AND RECENT WORK

- Following publication of the Sep 2016 Buildings Masterplan, Southwark have begun to implement the various recommendations (re-stated overleaf), including:
  - Commissioning designs for a refurbished Chumleigh West; and
  - Appointing a new catering contractor for the Parklife Cafe
- Following the end of the First Place lease on Chumleigh West in July 17, an arts organisation will occupy the building until Oct 17, providing a window of opportunity to complete the planning of refurbishment works and consider a tender process for a new operator.

## MASTERPLAN RECOMMENDATIONS

*Note: The following recommendations are already in the process of being implemented following the adoption of the Sep 2016 Buildings Masterplan, but are re-stated here for completeness.*

1. Chumleigh South works well as the Park's team office and it is recommended that this usage continues, with the allocation of a modest budget to undertake essential maintenance and upgrade the interior.
2. Chumleigh West and Chumleigh North first floor to be internally modernised and refurbished in order to be able provide mid-market level meeting, event, office and co-working space. The redevelopment of Chumleigh West should include opening up the ground floor area to the adjacent World Garden and the introduction of better toilet and kitchen facilities (to enable events to feature drinks and a simple food offer). The configuration of the facilities to be developed across two phases:
  - I. Phase 1: Prior to the redevelopment of OLBAW, during which time Chumleigh is the only such facility within the Park. During this phase there is a greater focus on events provision, supplemented by a small amount of office rental and provision of co-working space.
  - II. Phase 2: Once OLBAW is redeveloped, and some meetings and events activity moves to OLBAW, more of the Chumleigh space could be allocated to office rental and co-working.
3. Chumleigh North ground floor café to be modernised and re-ordered in order to provide better offer visibility, support a revised food offer and also to increase covered seating capacity.

*(cont'd overleaf)*



## MASTERPLAN RECOMMENDATIONS (cont'd)

### 4. Regarding management approach:

- **Chumleigh North Ground Floor** (Parklife café) has been awarded to a new operator who will be in place from Nov 17. As recommended, this award excludes the first floor space allowing this to be part of the Chumleigh meeting, event and co-working facility.
- **Chumleigh North First Floor and Chumleigh West.** It is recommended that a tender process is launched in order to find a new operator. Whilst many operators would not be keen on Chumleigh alone (due to its small scale) the forthcoming OLBAW development could provide the basis for an early deal on the basis of the same operator going on to manage OLBAW in addition to Chumleigh once the project completes.

# CHUMLEIGH NORTH PROPOSED CAFÉ FRONTAGE

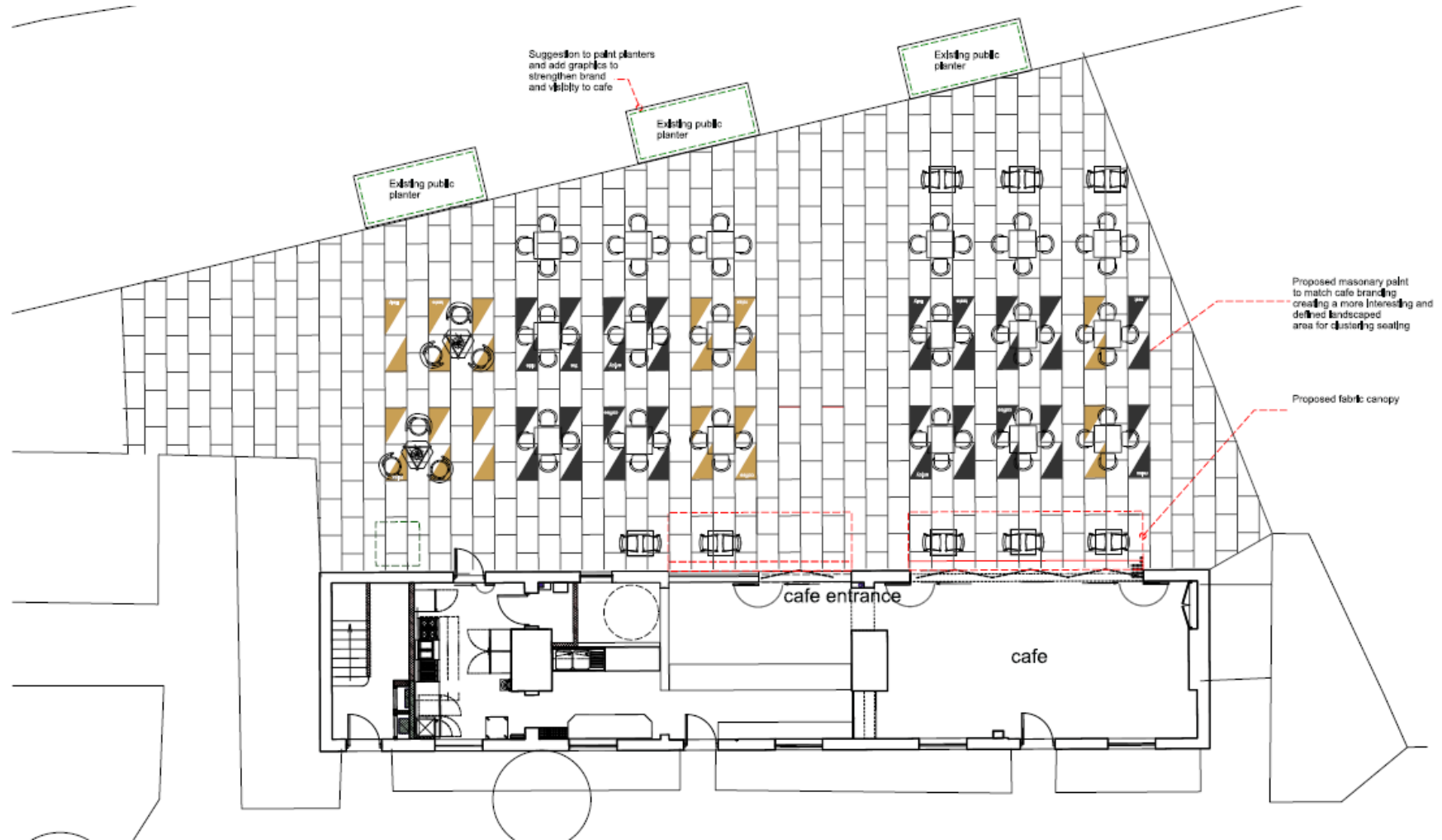
## DESIGNS SUBMITTED BY INCOMING CAFÉ OPERATOR



PROPOSED FRONT ELEVATION 1:50

# CHUMLEIGH NORTH PROPOSED CAFÉ EXTERIOR SEATING

## DESIGNS SUBMITTED BY INCOMING CAFÉ OPERATOR





# CHUMLEIGH GARDENS WEST DESIGN CONCEPT



Artists' impression of a redeveloped Chumleigh West, with new windows to increase internal light levels, and doors that connect the ground floor events space to the World Garden.

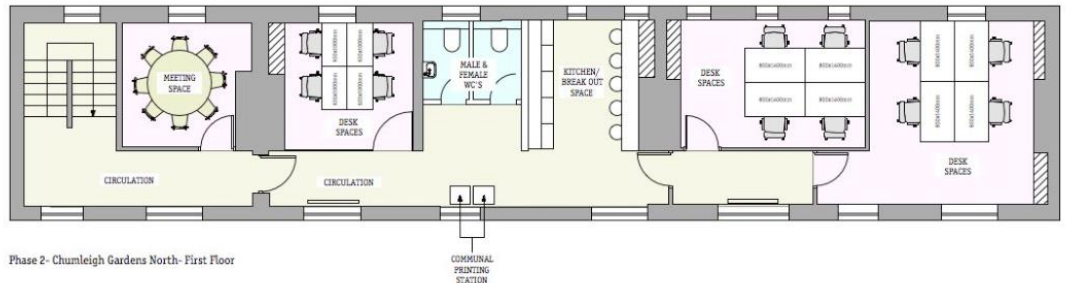
# CHUMLEIGH GARDEN WEST & NORTH 1<sup>ST</sup> FLOOR - CONCEPT DESIGNS

## Phase 1

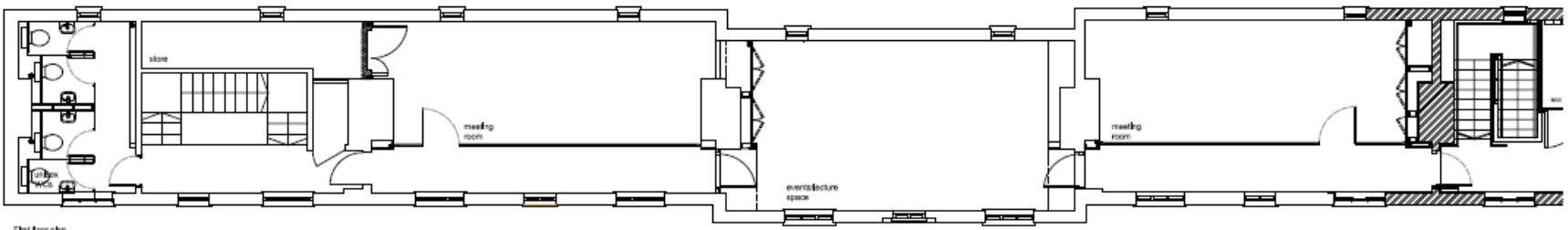
**Chumleigh North 1<sup>st</sup> Floor** – configured to provide 3 separate small scale office areas.

**Chumleigh West 1<sup>st</sup> Floor** – configured to provide a range of meeting and training/event spaces.

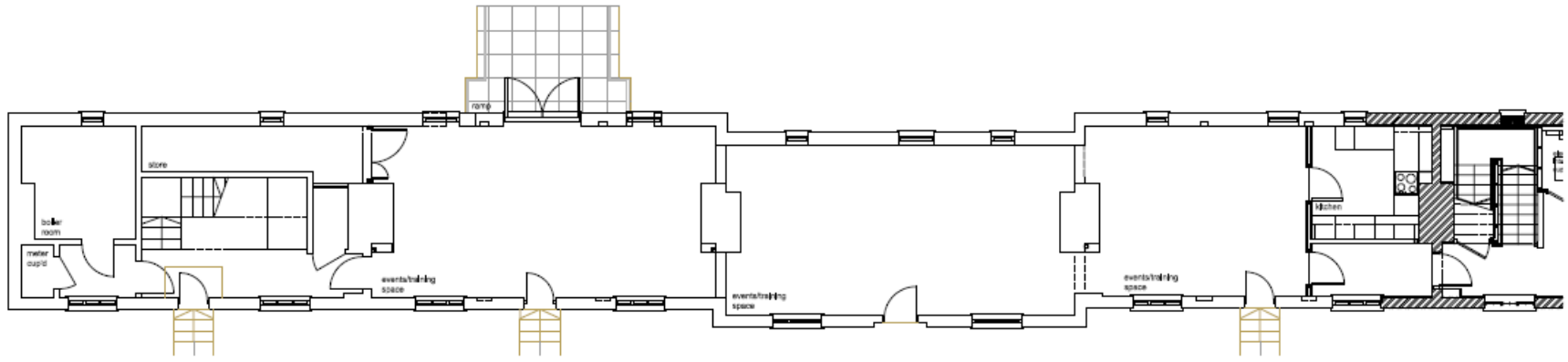
**Chumleigh West Ground Floor** – enhanced with the addition of kitchen facilities, improved toilets and furniture storage.



Phase 2- Chumleigh Gardens North- First Floor



First floor plan as proposed 190





CHUMLEIGH GARDENS WEST AND NORTH 1<sup>ST</sup> FLOOR - BUSINESS CASE SUMMARY**Investment and Funding**

- Proposed refurbishment cost is estimated at £[REDACTED] plus the proposed meeting and co-working facility requires investment of [REDACTED] in fit-out and furniture.
- It is possible that a capital contribution could be made by an incoming operator but, given the relatively modest levels of investment required, it is likely to be better for Southwark to undertake the investments and then drive maximum income from a new operator (as applicable).

**Income and Management**

- Building currently leased and marketed by First Place Children's Centre at an annual rent of [REDACTED] per year. Current income levels unknown but thought to be well ahead of rental level, without extensive marketing.
- MandP assess income generation of refurbished building to be £[REDACTED] with operating costs of circa [REDACTED] (before any financing costs and mgmt. fee), so a [REDACTED] surplus, to be shared with an operating company.
- In light of this, MandP recommend that annual income of circa [REDACTED] should be sought for the combined Chumleigh West and Chumleigh North first floor facility, assuming it is managed by a third party, as recommended.



## BENEFITS, RISKS AND ISSUES

### Benefits

- ✓ Drives meaningful revenue for Southwark in contrast to current arrangements.
- ✓ Updates an important heritage building and configures for long term future use.

### Risks and Issues

- There may be some sensitivity around use of World Garden as an events space.

## IMPLEMENTATION AND PHASING

- Planned short term use of Chumleigh West by an arts organisation until the end of Oct 17 means that redevelopment works cannot start until Nov 17. However, this provides a window to achieve clarity on OLBAW plans which will in turn inform the tender process for Chumleigh, given the recommended connection with OLBAW
- Assuming works take place during Winter 17/18, a new operator could be in place and operational in early 2018.

# BURGESS PARK BUILDINGS MASTERPLAN

## URBAN GAMES CLUBHOUSE

BURGESS  
PARK

Southwark  
Council



### CURRENT SITUATION

- Southwark Council recently approved plans for the creation of an urban games area, to be constructed in Burgess Park in an area adjacent to the BMX track.
- The Landscape Masterplan envisaged a new build 'urban games clubhouse' being situated in this area in order to provide support to the activity taking place.
- Due to its dilapidated state, and because it occupies space needed for the urban games area, the Landscape Masterplan also envisages the demolition of the existing Adventure Playground Building (also known as the Giraffe House).

### MASTERPLAN RECOMMENDATIONS

The recommendations below take account of the available capital budget and Southwark's earlier decision not to proceed with a larger scale scheme.

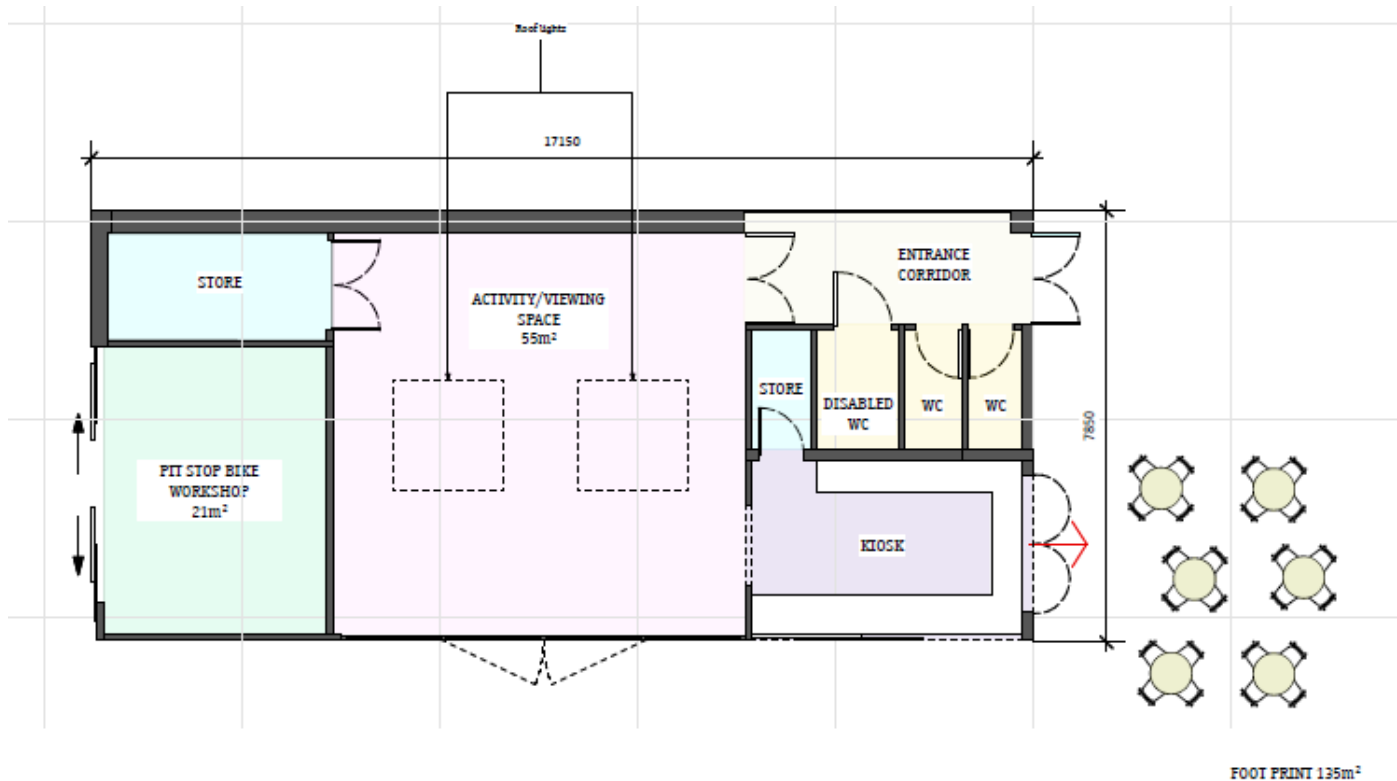
1. Construct Urban Games Clubhouse, positioned near to BMX track finish line, featuring the following facilities:
  - Small enclosed viewing room / function room, with associated storage area
  - Café kiosk
  - Small bike workshop
2. Make function room available to operator of OLBAW / Chumleigh as an additional venue for small scale functions such as children's parties.
3. Operation of urban games clubhouse cafe kiosk (limited operating hours proposed) should be awarded to an existing Burgess Park catering operator to enable benefits of scale and greater flexibility.
4. In light of it's poor state of repair and the lack of a usage that is directly relevant to the park, allied to the fact the space is needed for the urban games development, the Building Masterplan supports the recommendation made in the Landscape Masterplan that the Adventure Playground Building be demolished.



# URBAN GAMES AREA CONCEPT DESIGN



### PROPOSED BUILDING LAYOUT



BMX TRACK & FINISH POINT

### BUSINESS CASE SUMMARY

#### Investment and Funding

- Build cost of £[REDACTED], funded by Southwark as part of larger urban games capital fund already set aside.

#### Income and Management

- Modest income from function room and café kiosk, estimated at a net £[REDACTED] per year after direct costs.
- Management of kiosk and function room should be awarded to third party operators working elsewhere in the Park.



## BENEFITS, RISKS AND ISSUES

### Benefits

- ✓ Provides necessary ancillary facilities to support the successful operation of the urban games area.
- ✓ Drives small additional income stream for Southwark.

### Risks and Issues

- Demolition of the Adventure Playground building removes facilities currently being used by the Creation Trust and other meantime users.
- Peckham BMX Club remain keen to expand their own dedicated facilities in a way that may be inconsistent with the Landscape Masterplan this also runs the risk of duplicating some elements of the provision provided by the new-build clubhouse.

## IMPLEMENTATION AND PHASING

- Work is expected to commence on the urban games area and clubhouse in Autumn 2018.

### MASTERPLAN RECOMMENDATIONS

1. **First Place Children's Centre.** This building is entirely fit for purpose and is relatively new. No changes to usage or management are proposed. Lease terms should be reviewed at the next opportunity.
2. **Art in the Park.** Whilst recognising the value of community arts activity within the Park, the Art in the Park building is not extensively used and is in a poor state of repair. It would be costly to modernise the building and re-purpose for other uses. It is therefore recommended that this building is demolished, with an alternative location being provided for the Art in the Park organisation in due course.
3. **Southwark Tigers Clubhouse.** Assuming Southwark Tigers / Burgess Sports are relocated to the redeveloped Community Sports Centre, this building should also be demolished for the reasons cited above in relation to Art in the Park.
4. **Maintenance Depot.** This building is fit for purpose and has no other obvious alternative use to which is can/should be put. Apart from an allocation of funds for some essential maintenance, no other steps are required.

### NOTE ON CAR PARKING PROVISION

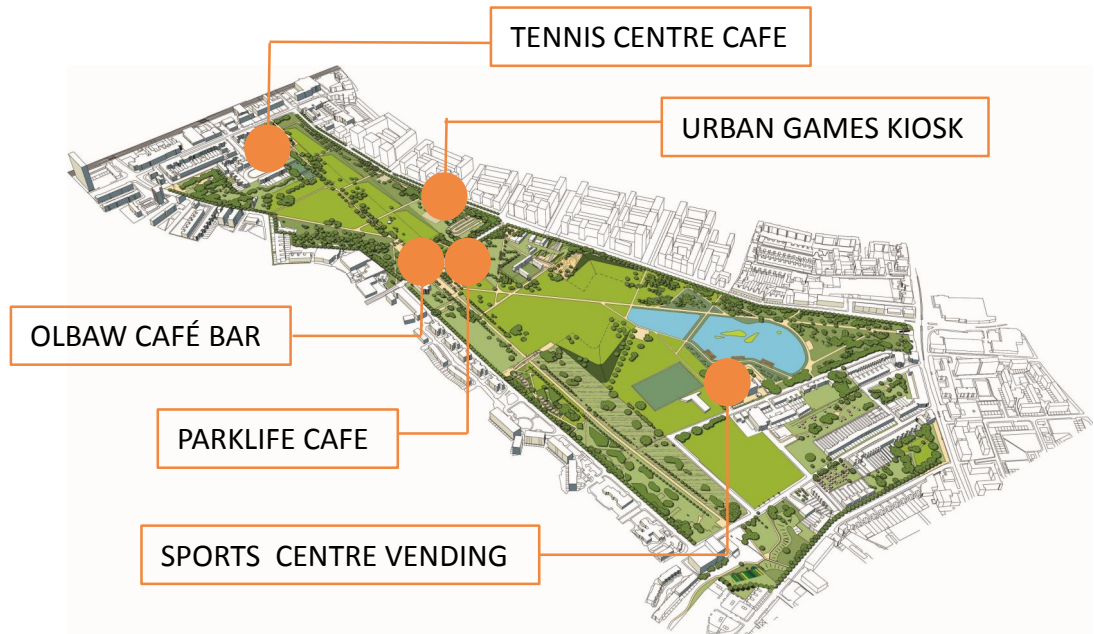
- We believe that the chances of the OLBAW redevelopment reaching its full potential will be significantly enhanced by creating a small amount of parking space in the ‘heart of the park’ area (circa 35 spaces).
- A car park in this location would also support the BMX track and urban games area activity.
- Acknowledging all of the difficulties with such a proposal, we feel this must be examined – possibly on the basis of a land swap either with (i) an area in Chumleigh Gardens that could be cleared of buildings subject to the relocation of Art In The Park and Southwark Tigers OR (ii) a land swap based on returning the existing Burgess Park car park to greenspace.
- A ‘pay and display’ car park in this area would also contribute significant additional revenues.



Urban Games / OLBAW Parking – Possible Location (hatched area)

### NOTE ON FOOD AND DRINK PROVISION

- Whilst it will take some time for all of the recommendations within the Buildings Masterplan to be implemented, it should be noted that a full implementation would entail a move from one Burgess Park food and drink outlet currently (Parklife Café) to five (as shown here).
- It will be important to ensure that the increase in food and drink outlets does not outstrip the pace of the wider area regeneration, bringing as it will an increase in population and a change in the demographics of park visitors. The commercial performance of existing outlets will need to be monitored as new outlets are created, and timings revisited if necessary.
- The increase in outlets will also require a repositioning of some existing outlets (offer, opening hours etc.). Most significantly, once the OLBAW Café Bar is open, this should become the 'primary' food and drink outlet in the park and this may mean that the Parklife Café needs to amend and narrow its focus to a more targeted offer serving families and children using the play area.



This table sets out the change in operating surplus/deficit once all Masterplan recommendations have been implemented.

Building	Current Net Surplus / Deficit Based on current 16/17 forecast	Future Scenario Actual income dependent on negotiated deals with management companies, where applicable.	Notes
General Estate			
Burgess Park Tennis Centre			
Burgess Park Community Sports Centre			
Adventure Playground and Offices			
West Almshouse (Conference Centre)			
South Almshouse (Park Offices and Meeting Rooms)			
North Almshouse (Parklife Café)			
Art in the Park			
Southwark Tigers Clubhouse and Storage Rooms			
1st Place Children's Centre			
Grounds Maintenance Depot and Offices			
Urban Games Clubhouse			
Old Library, Baths and Washhouse (OLBAW)			
<b>TOTAL</b>			

# BURGESS PARK BUILDINGS MASTERPLAN

## INVESTMENT SUMMARY

This table sets out the change the building investments proposed by the Buildings Masterplan, and likely/proposed sources of funding.

Building	Proposed Capital Investment Sums (Buildings)	Proposed Sources	Other Notes
Burgess Park Tennis Centre			
Burgess Park Community Sports Centre			
Adventure Playground and Offices			
West Almshouse (Conference Centre)			
South Almshouse (Park Offices and Meeting Rooms)			
North Almshouse (Parklife Café)			
Art in the Park			
Southwark Tigers Clubhouse and Storage Rooms			
1st Place Children's Centre			
Grounds Maintenance Depot and Offices			
Urban Games Clubhouse			
Old Library, Baths and Washhouse (OLBAW)			
<b>TOTAL</b>			



# BURGESS PARK BUILDINGS MASTERPLAN

## POSSIBLE PROJECT PHASING

BURGESS  
PARK

Southwark  
Council

### TENNIS CENTRE DELIVERED 2023/24

Refurbished and extended with the addition of a new café serving the western end of the Park.

### CHUMLEIGH GARDENS ALMSHOUSES DELIVERED 2018

Redeveloped to provide high quality office, co-working, meeting and event spaces. Parklife café refurbished and expanded.

### URBAN GAMES CLUBHOUSE DELIVERED 2019

A new building to support the urban games area and house associated activities.

### OLD LIBRARY, BATH AND WASHHOUSE DELIVERED 2021

Redeveloped as a cultural and commercial hub offering events space, creative studios and a new café bar.

### COMMUNITY SPORTS CENTRE DELIVERED 2019

Refurbished and extended to house a new gym and better facilities for resident sports clubs.

