

APPENDIX 1: Options Appraisal – Broadwater Farm Community Centre

Introduction

1.1 Purpose

- 1.1.1 The main purpose of this report is to support the development of a sustainable way forward for delivering local services to the Broadwater Farm community and surrounding neighbourhoods.
- 1.1.2 This report will consider the options available to improve local services, make the best use of local resources, and offers improved value for money (VFM). In developing and selecting a preferred option that best meets the needs of local communities, the report will also consider key project objectives, ensuring the preferred option is achievable and affordable.
- 1.1.3 This report provides an appraisal of options and a business case to move forward, it is intended to be an evolutionary document in that it will continually be reviewed and updated as new information and data becomes available as the project progresses.

1.2 Background

- 1.2.1 In November 2007, Tribal were commissioned to carry out a review of the centre, see section 3, this was followed up with an analysis of options that outlined alternative management/operational arrangements to improve the performance of the Broadwater Farm Community Centre based upon an increased leisure offer. Further work was undertaken to on this option and also to assess whether services provided within the Community Centre could be integrated within the proposed Inclusive Learning Campus.
- 1.2.2 In November 2008 the merits of two options were considered:
 - Option 1 – To transform to a predominantly leisure centre,
 - Option 2 – To tie in with the proposed inclusive learning campus (ILC) and provide community facilities as part of that.
- 1.2.3 Option 1 had a number of difficulties mainly due to the requirement to make upfront and ongoing investments and a continuing shortfall in revenue who mean that it would be passing on problems to another Council department without addressing the inherent issues.
- 1.2.4 Option 2 provided a potentially viable solution, albeit with some trade-offs. However, more details and dialogue with key stakeholders were needed before a firm steer could be given.
- 1.2.5 This report builds upon previous work by providing an outline business case and options appraisal enabling Cabinet to take an informed decision on the provision of local services in the Broadwater Farm estate.

1.3 History of the Broadwater Farm Community Centre

- 1.3.1 Since its construction and opening in 1992, the Broadwater Farm Community Centre has provided a local community facility, offering a range of recreational, educational and social activities for local residents. Based on the current timetable of activities, the most significant users of the centre are CONEL and Broadwater Farm United.
- 1.3.2 Initially the Council ran the Community Centre directly then subsequently, management was transferred to an independent Trust- incorporated December 1999, a charity in June 2000 - which was granted a lease by the Council. The goal was for the Centre to run without subsidy, however in December 2004 the Centre was declared insolvent and was transferred back to the Council.

- 1.3.3 In November 2005 a budget for the Centre was agreed, a report was produced that set out in some detail the issues facing the Centre:
- The dominance and size of the hall
 - The need to generate income from lets to offset the huge cost of maintaining and staffing a Centre of 3,000 square metres
 - The impact this has on the wider community and on community activities- with staff shifts and rotas determined primarily around the lettings
 - Lettings are often for pan-London and regional functions
 - The local expectation that the hall should be hired at relatively low rates- whether for local community use, churches, or pan-London events, increasing the pressure on the budget and the subsidy
 - The Centre's relationship to wider developments on Lordship Recreation Ground, including potential opportunities such as park café.

- 1.3.4 During 2005/06 the Council provided a subsidy of £336k and it was anticipated that a similar level of subsidy would be needed for 2006/07. This level of subsidy was clearly unsustainable in the long term; so on 25th July 2006, a report was submitted to The Executive which proposed increases in fees and hire charges for the main hall and Jazz Café. The proposals took effect from the 1st September 2006.

2 Strategic Case

2.1 Strategic Context

Sustainable Community Strategy

- 2.1.1 In June 2007 the Haringey Strategic Partnership (HSP) produced a Sustainable Community Strategy, which set out the collective ambitions for the borough in terms of what Haringey would be like in 2016, with its vision of;

“A place for diverse communities that people are proud to belong to”

Commitment to the strategy and partnership working has been strengthened by the development of a Local Area Agreement that will deliver improved outcomes across a range of measures.

- 2.1.2 The Council Plan is in its final year of a 3 year programme from 2007-10 focusing on five strategic priorities;

- A Greener Haringey
- A Better Haringey
- A Thriving Haringey
- A Caring Haringey
- Driving Changing, Improving Quality

It is clear that the provision of community based facilities in one of most deprived neighbourhoods does make some contribution to achieving our strategic priorities, it is the scale and scope of its contribution that has been in question and significantly the cost effectiveness of the current set up.

Haringey Story of Place

- 2.1.3 The Comprehensive Area Assessment brings a new dimension to future audit and inspection regimes providing an independent assessment of how well local public services are working together to improve the quality of life for local people.

- 2.1.4 There are now 18 measures of the new ‘citizen perspective’. The first set of results are due to be published in 2009, early analysis shows that whilst real improvements have been made since 2006/7, resident satisfaction with the local area as a place to live is lower than most parts of London. Satisfaction seems to be worse amongst people living in the most deprived areas, amongst the BME population and those living in social rented properties – all these factors are prevalent in Broadwater Farm estate.

Delivering Better Value for Money

- 2.1.5 All local authorities have a duty to meet the diverse needs of local communities and provide better value for money for public services they provided. The growth in investment in public services have come to an end and financial settlements have become more challenging with a 3% year on year efficiency saving being required.

- 2.1.6 The economic outlook is extremely challenging and we can expect future public finances to shrink inline with the economic situation. This will mean Haringey will face tough decisions when prioritising which services we will invest in and those where decommissioning will take place.

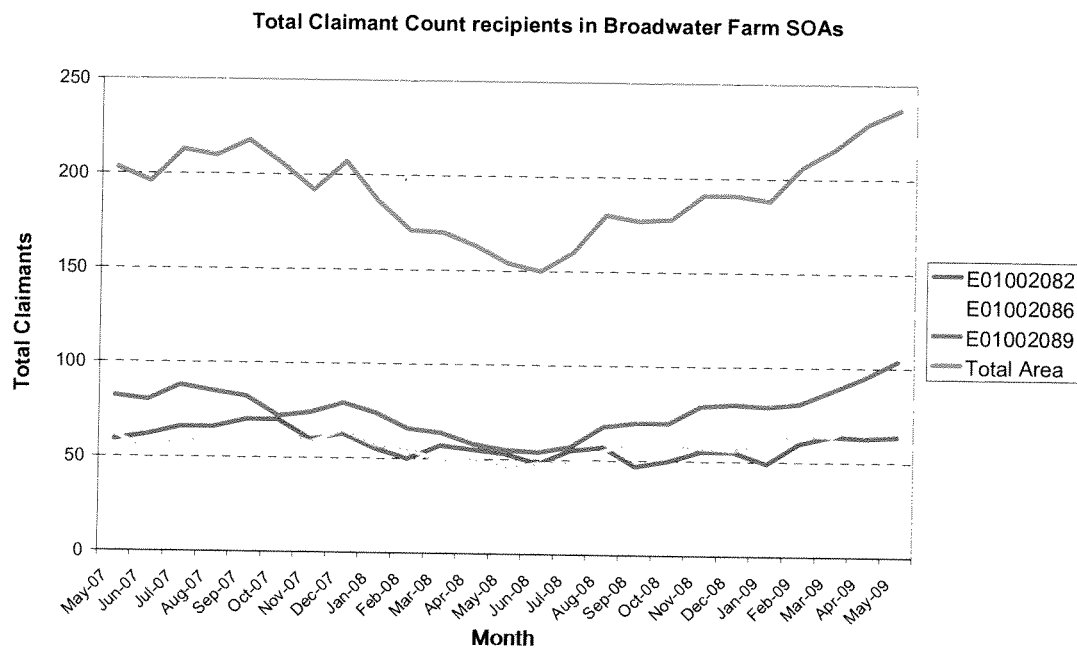
2.2 Local Context

Social Demographics

- 2.3 The Estate has a population of 2,502, and a proportionately younger population than Haringey with 39.96% of the population aged between 0-15 (2001 Census). The table below shows the largest ethnic grouping within the Broadwater Farm population:

Ethnicity	Percentage	Ethnicity	Percentage
Black African	25.6%	Other European	4%
Black Caribbean	14.4%	White Turkish	4%
White British	9.7%	Turkish Cypriot	3.5%
White Kurdish	5%	Other Asian	2.1%

- 2.4 The 2007 Index of Deprivation shows that the SOA entirely in Broadwater Farm, is amongst the 5-10% most deprived in the country. The two Broadwater Farm partial SOAs are amongst the 10-20% most deprived in the country.
- 2.5 There is a low level of disposable income, a SOA average of 59.23% of the population is either C2, D or E. There are high unemployment rates, 4.5% to 8.5% across the 3 SOAs. Unemployment is raising fast since its low point in the summer of 2008, the number has risen by more than 50% from June 2008 to May 2009.



- 2.6 In 2007, 66% of children from the Broadwater Farm Estate¹ achieved KS2 4+ in English, 63% in Maths, and 73% in Science, compared to 75% in English, 72% in Maths and 81% in Science in Haringey as a whole. In 2007, 11% of children from the Broadwater Farm Estate were entered² for GCSEs achieved 5+ A*-C compared to 59.7% for Haringey.
- 2.7 Of the 2,502 Broadwater Farm residents, 120 are registered for leisure centres in the borough, this represents 4.8% of the population. Across Haringey 4.16% of the population are registered for leisure centres. During January and July 2008, leisure usage for Broadwater Farm residents was 577.1 visits per 1,000 population or 12 visits per leisure centre membership. This compares 1,126.7 visits per 1,000 population or 27 visits per leisure centre membership for Haringey as a whole, and 859.2 visits per 1,000 population or 21 visits per leisure centre membership.
- Local Environment
- 2.8 The estate is located within a highly built-up residential neighbourhood and enclosed by rows and rows of terraced houses on the south and east sides, Lordship Recreation Ground to the west and a number of developments to the north behind Lordship Lane. The enclosed location of the Estate have made integration of this area into the wider neighbourhood most difficult. This has been further exacerbated by the more recent developments close to the Estate that have made no attempt to integrate with the Estate or to create an improved access across the area, but have instead “turned-their back” to the Estate.
- 2.9 There are a number of physical constraints associated with the density of development in this wider neighbourhood and streets that are not designed for the volume of vehicular traffic which is making accessibility both vehicular and pedestrian across the Estate and the neighbourhood difficult. The two major vehicular access points to the north and to the east of the Estate are from residential streets that have high level of on-street parking and considerable congestion. Although the level of vehicular traffic within the Estate appears to be reasonable, it is the general access and egress to and from the Estate that is a major issue. Improvements to signage would help entry and egress; however, significant improvement could only be achieved through providing new access to the estate from a major distributor road. This would entail a large investment.
- 2.10 The design of the Estate is very much “inward-looking”, although the various access and egress points, in recent years have attempted to give the Estate some prominence and visibility from the surrounding streets. Without the visibility of the high rise building and towers, that are a feature of the Estate, it is in some ways “hidden-away” from the surrounding areas.
- 2.11 There are little or no opportunities for new development on the Estate, because there is no vacant or underused land. The general design and layout of the Estate at street level gives poor physical appearance, dereliction and of gross under-use because much of the area at street-level, below the buildings, is residential parking and there appears to be over-provision of residents parking.

¹ Results for 51 children matched to postcodes for the Broadwater Farm Estate

² Results for 19 children matched to postcodes for the Broadwater Farm Estate

- 2.12 The Estate has number of community buildings to meet the needs of the residents and these include the Local Housing Neighbourhood Office, health centre, primary school, special schools, young children's centre and the Community Centre. There are a number of amenity areas and children's play facilities around the Estate. These are generally in good condition.
- 2.13 The Estate is benefiting from the Decent Homes Programme and a heritage lottery bid for Lordship Recreation Ground.

3 Analysis of Options

3.1 Introduction

3.1.1 Section 2 sets out the business need and its link to the strategic context for the project. This section sets out the options appraisal.

3.1.2 The options appraisal demonstrates the journey taken in arriving at the preferred option. The Council has taken a number of steps to arrive at its conclusion:

3.2 Chronology of the options appraisal process

Step One - Tribal Review

3.2.1 In November 2007, Tribal was commissioned to carry out a review of the Centre as the proposals to decrease the subsidy through increasing fees and hire charges was not making an impact and there had been a planned ongoing reduction in subsidy from 2008/09 to £248,300.

3.2.2 The findings from the Tribal Review have been previously reported, a summary is provided below:

- The budget allocated for the Centre has been over spent annually by approximately £70k
- Difficulties with the recruitment and retention of staff due to predominantly temporary contracts.
- Security within the building due to layout and size
- Identifying an 'offer' to attract wider users than the immediate surrounding estate due to the size of the centre and the associated overheads
- No budget for ongoing building and maintenance costs
- Dominance and size of the hall

3.2.3 A condition survey was also undertaken in conjunction with the Tribal Review. The survey identified an investment of approximately £533,600 over the next four years to repair current damage and maintain the building (09/10 £77k, 10/11 £140,500, 11/12 £195,500, 12/13 £119,900).

3.2.4 The findings of the review have been subject to an options review by Tribal. The review concluded /considered four options :

- a) demolish and redevelop
- b) sale
- c) change of use
- d) alternative in house management

3.2.5 Tribal considered options a)-c) to be unacceptable on the grounds of either policy and/or cost:

- demolition cost would be in the region of £110k (excl. fees + VAT)
- sale/ leasing would not be commercially viable, and thus only attractive to the voluntary sector with the drawbacks of single group interest and lack of funding security/stability
- change of use and development could be difficult in terms of planning policy if alternative provision for services was not identified.

3.2.6 To do nothing' was not considered an option due to the deteriorating physical condition of the building and the lack of maintenance budget to address legal requirements.

3.2.7 Initially two options were developed as part of step 2 of the process:

Step Two – Initial Option Appraisal

Option 1: To transform the Centre into predominantly a leisure centre

- 3.2.8 Transferring the operation and management of the site to Recreation Services would:
- Retain ownership and control of the asset
 - Provide operational expertise /capacity and support, and a more performance focused culture
 - Strengthen strategy implementation e.g. Leisure Subsidy and Pricing, Sport and Physical Activity Participation (LAA target) and thus more effective delivery of Council priorities
 - Enable more effective integration with the Lordship Recreation Ground Restoration Project
 - Significantly improve performance through a 2-3 year improvement programme.
- 3.2.9 An Outline Business Plan has been prepared by Recreation Services- 3rd September 2008 setting out how this will be achieved. The budget and usage prediction carried out as part of the Business Plan, predicted a first year net subsidy of £390k, which is a £100k increase on current provision. By year 5 the predicted net subsidy will be £279k.
- 3.2.10 The key performance indicator (KPI) for assessing improvement in performance is the subsidy per user visit. For Broadwater Farm the predicted year one subsidy is £6.55 per user visit. By year 5 the predicted subsidy per user visit is £2.86. For dry centres with outdoor facilities the industry average for subsidy per user visit is £1. It is unlikely that the Broadwater Farm Community Centre will ever perform this well, however, it is hoped that within 10 years the subsidy will be reduced to £2.72 per user visit and the deficit £272k.
- 3.2.11 The inclusion of Broadwater Farm Community Centre within the overall leisure subsidy will inevitably increase this KPI for the whole service from £1.77 to approximately £2.00 in year one.
- 3.2.12 The use of Prudential Borrowing has been explored as a potential source of finance for initial capital and ongoing Planned Preventive Maintenance (PPM) costs. The business case concluded that there is a case, albeit a weak one, to use this source of finance based on there being an improved income situation going forward. However, as detailed in the budget and usage prediction, there will not be enough income potential to repay the loans in full and therefore the repayments would impact on the annual deficit and subsidy per user visit accordingly. The subsidy per user in year 10 years with prudential borrowing will be £3.61 and the annual deficit £364k.
- 3.2.13 The Broadwater Farm Community Centre and Lordship Recreation Ground feature in the Council's Football Development Plan. The council is currently liaising with the Football Foundation and Football Association with the aim of developing a borough wide strategic approach to facilities improvement in partnership with the Football Foundation and Football Association.
- 3.2.14 Consideration of option 1 should be set within the context of the Sports and Physical Activity Strategy 2006-2010, in which Haringey Council undertook to focus on improving its four leisure centres it operates with the focus of a £5m investment package on Park Roads Pools, Tottenham Green Leisure Centre and White Hart Lane Sports Centre.

3.2.15 The benefits of Option 1 are assessed as being:

- Addresses the physical deterioration of the building.
- Provides a more robust management framework for the Centre.
- Provides an increased service offer
- Complements the heritage lottery bid for Lordship Recreation Ground and supports the work with the Football Foundation and Football Association.

The weaknesses of Option 1 are assessed as being:

- The prudential borrowing business case is weak in relation to VFM
- Capital investment and ongoing revenue implications.
- Adversely affects the overall KPI for subsidy per user visit

Option 2: To provide community facilities within the new Inclusive Learning Campus (ILC).

3.2.16 The three schools Broadwater Farm Primary, William C Harvey and Moselle School are to be integrated and along with the Children's Centre will provide an Inclusive Learning Campus. A feasibility study was undertaken in September 2008 by Gollifer Langston Architects to determine whether the current service provision within the Broadwater Farm Community Centre could be reprovided within the proposed Broadwater Farm Inclusive Learning Campus (ILC).

3.2.17 The main findings of the study are:

- The sports facilities and a smaller range of community spaces could be incorporated within the brief for the new campus with alterations to the buildings being supplemented by the potential for a new all weather pitch.
- By 2013 the proposal is that the build of the ILC is changed to incorporate some community usage. The 'during school' offer would be:
 - an additional larger meeting space, with foldable acoustic wall panels
 - an internet cafe
 - a reception that can be secured when not in use
- The 'out of hours' offer would be:
 - changing rooms for youth/adult sports to Football Association standards
 - all-weather floodlit pitch
 - additional lighting in hall and sound system for use in functions
 - additional zoning costs to enable parts of the building to be opened in flexible and modular way
 - Additional security cameras and infrastructure
 - ICT rooms
- The total projected estimated cost (inclusive of construction, FFE, consultation, demolition of the current centre, contingency and inflation costs) for completing the additional works to the proposed Broadwater Farm ILC by January 2013 is £1,912,000. More detailed estimates will need to be developed to determine the on-going costs of maintaining the community facilities, particularly facilities management (FM) costs but these are thought to be in the region of £175k per annum.
- The study also proposes the potential for using the Community Centre as a decant site during the re-development.

- Connecting the ILC and Lordship Recreation Ground to the Council's Football Development Plan and proposals being discussed with the Football Foundation and Football Association would be enhanced by the creation of an all weather pitch.

3.2.18 The study concludes that by careful planning there is an opportunity to develop a resource for the school and community that will be better positioned and equipped than the existing centre, easier to manage and with reduced running costs

3.2.19 Discussions regarding the community centre can not delay the timetable for ILC as this would put at risk the budget and activity that has been previously agreed

3.2.20 The benefits of Option 2 are assessed as being:

- Provides an opportunity for a flag ship Inclusive Learning Centre that provides an all age community resource.
- Enables current services to be relocated
- Releases approximately £100,000 of annual revenue
- Potential for income generation through bids/land redevelopment to support investment.
- Complements the heritage lottery bid for Lordship Recreation Ground and supports the work with the Football Foundation and Football Association.

The weaknesses of Option 2 are assessed as being:

- Significant capital investment required.
- Securing buy in from local stakeholders to large scale change
- Costings are approximate and need to be detailed as part of further development work.

3.2.21 It was considered that option 2 was the preferred option on the basis of the information at hand, but should be the subject of further investigation and consultation.

Step Three Development of Preferred Option and Consultation

Taking forward Option 2

3.2.22 Option 2 was taken forward for further investigation and consultation with the wider community and a range of stakeholders.

3.2.23 The developments of the inclusive learning campus (ILC) and the major regeneration of Lordship recreation ground, both due to complete in 2012 provide a real opportunity to redefine the offer of the BWF community centre and make a more sustainable proposition that will produce long standing community benefits.

3.2.24 The BWF community centre required around £329,000 in 2008/9 to run its operations and requires significant invest on maintenance and building repairs.

- 3.2.25 An officers group was set up in December 2008 with representatives from the CYPs- ILC project, Lordship Rec regeneration; Homes for Haringey Neighbourhood office; Corporate Consultation, Neighbourhood Management (Broadwater Farm Community Centre) and is chaired by the Neighbourhood Manager for West Green and Bruce Grove. Its main purpose is to:
- Oversee and coordinate the current consultation process.
 - Coordinate key messages and communication to the community appropriately as all projects are seeking to inform and consult with the same audience over the same period of time.
 - Share information and progress on all the major projects
 - Identify interdependencies, impacts and opportunities from developments and ensure they are considered by the project.
- 3.2.26 The ILC Project Team is currently at the Stage C of their programme – Initial Concept Design and Outline Business Case and are working with two options of: Option 1 – Base option for an Inclusive Learning Campus and Option 2 with additional community facilities including:
- Community rooms
 - Internet Café
 - Changing Rooms
 - All weather pitch
 - Enhancements to security zoning, finishing and furnishings
- 3.2.27 We have come to a crucial period of time and a decision point for the ILC project in terms of moving from initial concept to final design concept became due in May 2009, the decision hinged on the public consultation exercise.
- Consultation and Engagement
- 3.2.28 The officer group embarked on a programme of consultation and engagement with the community which commenced in January 2009. The scope included targeting all households on Broadwater Farm Estate, 3000 households surrounding the estate and park; the school communities (whose families are not all local) and users of the community centre and its services.
- 3.2.29 The consultation period ran from 19 January -20 April 2009. The components of the consultation included:
- a core survey of all households using a self completion questionnaire, which was distributed on 12 March
 - face to face interviews with key stakeholders, users and influencers throughout January and February.
 - attendance at community meetings including BWF Residents Association 2/3/09; Haringey Ghanaian Association (1/3/09); Lordship Rec. Users Forum; West Green and Bruce Grove Area Assembly (3/3/09)
 - Public consultation events including: Young People's event on Tuesday 7 April (4-8 pm) and Drop in on Thursday 15 April (5 – 7:30)
 - Stakeholder group, made up of community group representatives: provision first meeting date: Wednesday 15 April 2009

- 3.2.30 The survey examined the usage of the facilities and assesses the reaction to two suggestions from long term management and delivery of services currently provided at the Community Centre. The survey targeted 3000 households in Broadwater Farm and the surrounding area. 145 questionnaires were returned, the full analysis is shown at Appendix A The tables below summaries the headline messages:

Q1 Usage Levels at Broadwater Farm Community Centre

	All		Male		Female	
	Count	%	Count	%	Count	%
Most Days	16	11%	3	4%	13	17%
Twice a week	32	22%	18	26%	14	18%
Once a month	14	10%	6	9%	8	10%
Hardly ever	83	57%	14	60%	42	55%
Total	145	100%	68	100%	77	100%

Despite the fact that most people returning the questionnaire hardly ever use the centre, the closure and relocation was the least popular option, reducing services didn't gain much support either, with the majority selecting neither option.

Q4 which of these options for the future of the community centre would you consider:

Option A – Close the community centre and relocate services to the ILC and elsewhere in the locality

Option B – Reduce services and increase income from the Community Centre making it viable

Options	Count	Percent
A – Close and relocate	23	16%
B – Reduce services and increase income	40	28%
Neither option selected	82	57%

It appears that the majority of respondents would prefer a different solution than those offered. Many think that more could be done to make the centre financially viable including having much better marketing and advertising, see comments below:

Rank	Most Common Comments	Count	Percent
1	Important to keep this important community asset	29	20%
2	Expand and develop services	17	12%
3	Better advertising and marketing	9	6%
4	Reduce charges and make more accessible	8	5%
5	Concerned about ASB and/or crime	8	5%

The survey does reveal that there is significant need for local facilities, particularly for sporting activities:

Q3 What activities do you take part in (not confined to Broadwater Farm and Lordship Rec).

Rank	Activity	Count	Percentage
1	Indoor Sports	45	47%
2	Outdoor Sports	39	41%
3	Tea/coffee shop	25	26%
4	Café serving meals at lunch	20	21%
4	Neighbourhood meetings/events	20	21%
6=	Exercise and keep fit classes	18	19%
6=	Clubs, hobbies and related activities	18	19%
7	Sustainable community activities (community kitchen)	16	16%

- 3.2.31 An engagement exercise with key stakeholders echoed the response from the survey. There was generally an open minded approach to their response, but most leaned towards retaining the centre, looking to build on the positive aspects of what is currently being achieved and developing new opportunities as the wider regeneration programmes come on stream (see appendix b).

Conclusions

- 3.2.32 Local ward Councillors supplemented the work above with their own engagement exercise with the local community. The outcome mirrored that of the responses to the survey and stakeholder engagement
- 3.2.33 The conclusions to be drawn from the further development of option 2 is that it offers a viable solution (with some trade offs) for community services in the locality whilst addressing the financial consequences of the existing provision. What the process failed to do was to convince the local residents that it offered a suitable alternative.
- 3.2.34 Given that only 1 in 6 people favour this option, it would be very difficult proceed with the project and so we would need to instruct the ILC project team to proceed with their option to build the base school only. There is not a clear mandate to reduce services with 1 in 4 people favouring this option and the majority of the respondents choosing neither option, believing more could be done to improve the offer and market the facilities.
- 3.2.35 As the consensus of the community favours the keeping of the community centre in some form an outline financial case will be examined for this outcome, now known as option 3 alongside, this will be compared to the original options 1 and 2.

4 Case for the Community Centre to Remain Open

4.1 Introduction

- 4.1.1 This section looks at whether a third option which appears to be favoured by the community in the consultation can be made to work. This option is now known as Option 3 – Keeping the existing community centre; this would mean, reviewing existing policy and practice, developing services and marketing the offer to secure better value for money and a more affordable package.

4.2 Approach

- 4.2.1 A financial model was developed that looked at:
- The current footfall as a baseline and occupancy rates as a baseline
 - The current level of subsidy for the centre and its sustainability
 - The costs of bringing the centre back to a standard of repair and maintenance
 - Benchmarking the costs and opportunities against those in options 1 and 2.
 - Assessment of opportunities created by the wider development of the ILC and Lordship Recreation Ground and football foundation bid.

4.3 Baselines and Benchmarks

Value for Money

- 4.3.1 The annual footfall for BWF community centre was 25,362 attendees. The cost to the council is the subsidy it provides which is the gap between income and expenditure. In 2008/9 the subsidy was budgeted at £329,000. Therefore based on a similar methodology developed for Option 1 (Predominately a Leisure Centre) the subsidy for the community centre would stand at £12.97 per user visit.
- 4.3.2 The figure above compares with an average of £1.00 per user visit at 'dry' leisure centres and £1.77 for the whole service across Haringey. The business plan put forward by the by leisure services predicted that with some investment the subsidy would be reduced to £6.55 in 2009/10 falling to £2.72 within five years.
- 4.3.3 The table below shows a typical profile of user visits to Broadwater Farm community centre:

Annual Number of User Visits	25,362
Number of days open/year	350
Number of user visits/day	72
Number of user visits/hour	6

- 4.3.4 Clearly the financial case for keeping the centre open on its current operating footing is weak and one could conclude that it currently offers very poor value for money.

- 4.3.5 Occupancy rates have suffered since the introduction of a new charging regime implemented in July 2006. The impact was a dramatic fall in revenue, see table overleaf:

Year	Main Hall	Cafe
2006/7	£24,535	£6,070
2008/9	£5,800	£4,100
% Reduction	76%	32%

- 4.3.6 Occupancy rates vary considerably over the year, time of day and facility. An exercise was undertaken to assess the levels of utilisation. Overall the upstairs is occupied on average about 10% of the time. The ground floor which includes the Hall and the Café is occupied 27% of the time.

Occupancy Rate 2008/9	Percentage
Upstairs weekdays – office hours	18%
Upstairs evenings week	1%
Upstairs weekends	5%
Total Upstairs	10%
Hall & Café – weekdays till 4.30	30%
Hall & Café – weekdays, evening	49%
Hall & Café – weekends, Off Peak	24%
Hall & Café – weekends, Peak	6%
Total Ground Floor	27%

- 4.3.7 The low overall occupancy rates create a real opportunity to review the offer to:

1. Market a more attractive offer
2. Reduce the opening hours
3. Combination of 1 and 2

- 4.3.8 It could be envisaged that occupancy rates on the ground floor could be doubled with perhaps a significantly greater increase in rates on the upper floor. Without this minimum level of paid utilisation the centre will remain poor value for money.

4.4 Cost Benefit Analysis

- 4.4.1 This section summaries the cost/benefit analysis of all three options:

Option 1 - To transform the Centre into predominantly a leisure centre

- 4.4.2 An outline business plan had been prepared by recreation services in September 2008, which would significantly improve performance through a 2-3 year improvement programme and achieve better value for money for local tax payers. It would require:

- New staffing complement and leadership from Tottenham Green Leisure centre
- Project management support
- Essential £160k short term capital
- First year increase in subsidy to £390k
- Short term closure to enable capital works
- Clear stakeholder engagement
- Application of Council leisure subsidy and pricing policy

- 4.4.3 The key performance indicator which represents overall value for money would show this to the most favoured option as the predicted year one subsidy would be almost halved at £6.55 per user visit, reducing further to £2.86 after five years.

- 4.4.4 The use of prudential borrowing had been explored as a potential source of finance for initial capital and ongoing planned preventative maintenance costs. The business case concluded that there is a case, albeit a weak one. However there will not be enough income potential to repay loans in full and therefore the repayments would impact on the annual deficit and subsidy per user visit accordingly. The subsidy per user visit in year 10 with prudential borrowing will be £3.61 and an annual deficit of £364k.

Option 2 – Provide community facilities within the Inclusive Learning Centre ILC

- 4.4.5 The additional capital cost of providing the additional community facilities would be approximately £2.27m. The outline funding proposal to support the additional cost is shown in the table below:

Source	Status	£'000
LBH Capital Sports Pitches	Approved	150
Football Foundation	Bidding	450
Youth/Play Primary Capital	Sourcing	100
LBH Prudential Borrowing (£200K BWFCC revenue x 10 years)	Preparation	1500
Total		£2.2m

- 4.4.6 This option would still cost around £300,000 per year, £200,000 to service the prudential borrowing with around £100,000 per year to support the community activities.

- 4.4.7 The availability to the community and the flexibility of use may pose additional difficulties with the provision of only 2 community rooms available and an all weather pitch. It may be a challenge to achieve that the current footfall of 25,362. It is difficult to ascertain what the level of subsidy might be and the level of community benefit arising from this option, so the subsidy of the cost per user visit remains unknown.

- 4.4.8 The financial costs of this option can be more easily controlled as the costs can be fixed and the ongoing maintenance of the building would be included. However, the further development of option 2 and messages from the consultation programme lead to a conclusion that the overall package is not as attractive from a user view point.

Option 3 Keeping the Centre open

- 4.4.9 The centre has significant repairs and maintenance costs that need to be factored in to any business model being put forward, see table below budget summary for 2008/9 actual figures and 2009/10 budget.

Item	2008/09 Actual £'000s
General Running Costs	465
Building Works Spend from Condition Survey *	36
Income	(136)
Net Budget	329
Variance – actual/estimate V budget	36

- 4.4.10 The centre has traditionally overspent its budget by around £70-80,000 per year (the 2008/09 building works was funded from an agreed carry forward from the previous year). The level of subsidy is unsustainably high and it is unlikely that significant savings will be achieved; the major strategy for bridging the gap will be through income generation.
- 4.4.11 Given that the consultation leads to keeping the centre open, a new business model is required to deliver a more appropriate offer that maximises the utilisation of the building, improves income streams, attracts anchor tenants and becomes the central asset of a campus that includes the opportunities afforded by the development of the ICL and Lordship Recreation Ground, both coming on stream in 2012.
- 4.4.12 The Football Foundation bid to establish a full size all weather pitch, improve the existing football pitches and changing facilities has been designed flexibly to accommodate this option.
- 4.4.13 CONEL have recently served notice that they will be withdrawing the current learning provision due to falling numbers of attendance and a tougher funding regime and also closing the crèche again because of falling numbers and the competition from the adjacent children's centre. This will leave a further pressure of around £21,000 per annum as a loss of rental income.

4.4.14 The table below summarises the cost and benefits of each option

Summary Cost/Benefit Analysis

	Benefits	Costs/Risks
Option 1 Leisure Centre	<ul style="list-style-type: none"> Addresses the physical deterioration of the building Provides a more robust management framework Provides an increased service offer Complements regeneration of Lordship Rec and football foundation bid 	<ul style="list-style-type: none"> The prudential borrowing business case is weak (vfm) Capital investment and on going revenue implications Adversely affects the overall KPI for subsidy per user visit. Predicted subsidy per visit £6.55 in 2009/10 falling to £2.72 within five years Not consulted upon
Option 2 Community Facilities within ILC	<ul style="list-style-type: none"> Provides an opportunity for a flagship ILC community resource Enables services to be relocated Releases £73 - £100K revenue to support activities Potential for income through bids/land redevelopment Complements regeneration of Lordship Rec and football foundation bid 	<ul style="list-style-type: none"> Significant capital investment required Securing buy in from all stakeholders Least favoured option from consultation Accessibility unknown Greatest project management risk Subsidy per visit unknown
Option 3 Keeping Community Centre open	<ul style="list-style-type: none"> Opportunity to redesign the service offer with key stakeholders High vacancy rates offers a potential to increase income if pricing/marketing was right Most favoured option from consultation Potential to increase footfall as the central asset of a wider campus Lordship Rec, ILC and other service providers Will benefit from regeneration of Lordship Rec and football foundation bid 	<ul style="list-style-type: none"> Capital investment and on going revenue implications Current subsidy per visit £12.97 in 2008/9 Will need to improve service offer and marketing to increase footfall Needs more anchor tenants Could lose existing anchor tenants CONEL withdrawal adds a further £21K of financial pressure.

4.5 Conclusions

4.5.1 The main conclusions from the above analysis are that:

- Option 2 would be difficult to implement given that it is the least favoured option, it is perceived to be a reduced service offer and accessibility is still unknown
- Option 1 does still have merit, the consultation, revealed that the respondents wanted a mix of sports/leisure and community use. It is likely that the footfall would increase and it has a ready made business plan to implement a more cost effective offer – based on subsidy per user visit
- Option 3 has been introduced as this was most favoured outcome from the consultation. The review of Broadwater Farm community centre has been the catalyst for re-engagement with key stakeholders and with the wider community. The costs are high based on subsidy per visit, but there is the opportunity to redevelop the business model and capitalise on all the new developments coming on stream in 2012 making the community centre the real centre of the whole campus.

4.5.2 This report recommends that Option 3 should be taken forward and that a formal project be set up that forms a sub stream of the Lordship Recreation Ground Regeneration Programme. This will ensure that the new business model and on going developments fit within the wider regeneration programme and the football foundation bid and form an integrated community offer. It was also prudent to ensure that facilities being designed for the ILC do not duplicate the offer provided by the community centre and therefore make more effective use of capital expenditure on the Broadwater Farm ILC.

5 Implementing the Recommended Solution

5.1 The Next Steps

- 5.1.1 That the finding of this report is communicated to all stakeholders and residents, spelling out the position of the centre, the opportunities for its development and the consequences for the centre if the recommended solution fails.
- 5.1.2 The current officer group should be strengthened with a dedicated project manager to ensure the necessary developments take place and that all efforts are coordinated and run as a project board that delivers its outcomes. Key to its success will be making the linkages and acting to influence key dependencies of the ILC and Lordship recreation ground.
- 5.1.3 The project should be a sub stream of the Lordship Recreation Ground regeneration programme to ensure that the revised business model and development obtain a strategic fit.
- 5.1.4 That the stakeholder group established for the consultation exercise continue function as a key input to the project board and the ongoing development of the community centre and wider campus.
- 5.1.5 That a focused effort be put in place to review the overall offer and pricing structure to secure key anchor tenants to provide a sustainable proposition.
- 5.1.6 That a detailed project plan be developed setting out key products, milestones, targets and accountabilities.
- 5.1.7 Consideration should be given to the organisational structure of Broadwater Farm Community Centre and whether it is best suited to being placed with the Chief Executive's Department. Given its operational and front facing nature, it might be considered to be more appropriately located in a service department in the longer term.

5.2 Key Time Lines

What	How	When	Who
Scope project and produce a detailed plan	Identify key deliverables, tasks, timings and resources.	July 09	Project Manager
Establish outline business model for the centre	Research key comparators to establish pricing and promotional options. Engage stakeholder, officer groups, key partners	July 09	Centre Manager
Develop a revised business plan	Detailed plan defining the business, the market, resources, income streams and opportunities from the redevelopment opportunities	Aug 09	Centre Manager/Project Manager
Make initial operational changes to fit new offer	Implement quick wins: changes to pricing and opening hours and improve security and signage	Aug-Sept 09	Centre Manager
Design Marketing and promotional campaign	Research of comparators and market, follow up leads (anchor tenants, groups expressing interest)	Sept 09	Project Manager
Implement Marketing and promotional campaign	Targeted campaign at local communities and council departments, partners	Sept-Dec 09	Centre Manager
Make further operational changes to fit new offer	Implement further changes	Sept-Dec 09	Centre Manager
Review of impact of changes	Assess the impact of changes and lessons learnt	Jan 10	Project Manager
Revise Business Plan for 2010/11	Set income/expenditure, usage and growth targets	Feb 10	Centre Manager
Commence the start of first full year of operations	Operate news management systems that tracks all activity	April 2010	Centre Manager

Consultation Unit Report

Broadwater Farm Questionnaire Survey

This report presents results of a questionnaire survey of local residents, and users of Broadwater Farm Community Centre and Lordship Recreation Ground. The focus of the survey – which is part of a wider consultation programme – is to examine usage of the facilities and assess reaction to two suggestions for long term management and delivery of services currently provided at the Community Centre.

The questionnaires were delivered by hand to households in the Broadwater Farm estate. Views were additionally sought from users of the Community Centre at two evening sports sessions and one daytime event attended mainly by children. At the children's session a 'video booth' approach was used to obtain views. A total of 145 responses were received for this stage of the consultation process.

Responses were entered on to a computer file and analysed by the Consultation Unit using SPSS software.

Usage levels of Lordship recreation Ground and Broadwater Farm Community Centre.

Table 1a

		Count	Col %
Using Lordship Rec	Most days	32	22%
	Twice a week	36	25%
	Once a month	16	11%
	Hardly ever	61	42%
	Total	145	100%

Table 1b

		Count	Col %
Using Comny Centre	Most days	16	11%
	Twice a week	32	22%
	Once a month	14	10%
	Hardly ever	83	57%
	Total	145	100%

Table 2 Usage by Gender

		SEX			
		Male		Female	
		Count	Col %	Count	Col %
Using Comny Centre	Most days	3	4%	13	17%
	Twice a week	18	26%	14	18%
	Once a month	6	9%	8	10%
	Hardly ever	41	60%	42	55%
	Total	68	100%	77	100%

Table 3 - Who uses the facilities?

		Count	Col %
User Status	Local user	57	39%
	Other Borough user	17	12%
	Non user of CC	71	49%
	Total	145	100%

Table 4 - Residents / Users with children attending local schools

		Count	Col %
Children attending	BWF Primary	7	5%
	Moselle Lower	2	1%
	Wm C Harvey	3	2%
	Lordship Primary	1	1%
	None attending	132	91%
	Total	145	100%

Q3. What activities do you take part in? This includes, but is not confined to, Broadwater Farm and Lordship Rec. User base is the 99 respondents who do undertake activities. Note that 46 respondents do not engage in any of these activities.

Table 5 – Activity participation

	Count	Column N %
Indoor sports	45	45%
Outdoor sports	39	39%
Tea and coffee shop	25	25%
Cafe serving meals	20	20%
Neighbourhood meetings	20	20%
Exercise & keep-fit classes	18	18%
Clubs and hobbies	18	18%
Sustainable community activities	16	16%
Other	15	15%
Parties, weddings and functions	11	11%
Advice services eg health promotion	9	9%
Creche facilities	8	8%
Cookery classes	7	7%
Arts & crafts classes	6	6%
Activities for seniors	4	4%
Language classes	2	2%
Chiropody	2	2%
Parenting classes	1	1%
Total	99	100%

What other? Please state

I'm not aware of any of these!

Exercise in Lordship Rec

Yoga, Pilates, keep fit (with creche or hold early evening)

Mary Ward Centre does arts/crafts; sports at YMCA, advice services at UCH, local cafes for tea and coffee

Would like ESOL and parenting classes

Would like to have parenting classes

Not aware that any of these were available

NOT parties, but yes to other events

Tea/coffee shop yes yes yes

I was not aware of the community centre

Never knew about the service

A food co-op

Children's football club

Didn't know any of these existed. I don't feel safe going out in Broadwater

Yoga

Functions, BBQ, cultural events

Walking, cycling in Lordship Rec

Play in the Rec. Brent X, West End, Enfield, Trafalgar Sq. visit family, cinema, farm visits

Run in Lordship Rec

Shopping, talk, gossip, having fun, hair, make-up, R & B and soul music, hip hop, pop, garage, video games, X2, 3-D modeling/drawing, Computing, drumming sessions

Football

What other activities would you like to have available?

Rugby & sports clubs
None but I would like to see Bruce Castle used as a space for promoting local activities
Play reading
Cookery classes, gymnastics and ballet for girls
More medical clinics as there are many people with mental health issues. I myself am one of these people
Exercise classes: yoga, Pilates, baby massage, tango
Yoga Pilates keep fit
Swimming
Proper policing to stop fires, burglaries, drinking and sleeping rough in the park.
City farm, horticulture, music & arts festival, cycling & skating
Evening classes, aerobics, yoga, Pilates, computing or even parent & children keep fit
Cafe serving meals all weekdays
More parks police patrols, better lighting, CCTV to monitor alcohol abuse etc.
Love the idea of city farm. Please ensure it has a decent cafe for tea/coffee and healthy snacks.
Cafe, library service and childcare provision beyond 6pm
Free computer classes again
Things for OAPs, youth, and general community facilities
A Gym
As I work, I would only be interested in weekend activities or fitness classes from 8pm weeknights
Yoga, Pilates, capveira, basketball team
Indoor or outdoor swimming pool
YMCA - keep fit classes - dance classes - cookery classes - a cafe
Drama and music classes for children. After school provision for disabled children
More ESOL / Job search
Film screenings / music sessions / Discussion group
Fitness centre (good to generate income for council & keep people over the moon)
Swimming pool for adults, gym, tennis court in Lordship Rec
Club activities for both sexes late afternoon and early evening
Salsa dancing
Tennis court, golf driving range
Internet surfing and emails for seniors
Performing arts
Activities for children with special needs
Chess club, board games, and homework clubs
Tennis
Apart from my son with football, I have no idea what you do here - it is not advertised well
Swimming, fitness classes
Football
Flood lights so grounds can be used after dark
More family entertainment and activities
More activities for kids
Gymnastics, trampoline lessons
More organized affordable activities for children and young adults
Free dance classes e.g. Tango
Local Somali women would like to have classes for their children without having to pay a lot of
Film clubs and other hobby clubs
I didn't know what was available until I received the newsletter
Keep fit classes

Basketball, dance classes

Weekly youth clubs for youngsters - for different age groups

Athletics

Community gardening, English classes for non-English speakers, Tai Chi, cookery, classes on British

More childcare

Activities for under-5s with their parents

Swimming, arts/crafts, Tai Chi, horticulture classes, cookery, chiropody, art exhibitions

Yoga

Tai Chi Chinese martial arts classes (for children all ages)

Indoor Rowing

Internet cafe

Too expensive and not doing what it was built for. Designed to up-skill YP and for elders

The CC is very expensive

Lordship Rec Festival, Xmas party, Gospel festival

Only use it in the Festival

Funfair, cultural, Eid parties, people to talk to, advice, homework club

Acting, drama, playing cello

Ones that we don't have to pay

Cafe or refreshment kiosk. Needs to be looked after and better maintained.

For fitness activities I use Tottenham Green

None but good idea to have something for the community. Got quite good facilities here.

Swimming and basketball

More activities for local people to do

Classes outside work

Which of these options for the future of the community centre would you consider?

- a) Close the community centre and relocate services to the ILC and elsewhere in the locality
- b) Reduce services and increase income from the Community Centre to make it affordable to run

Table 6 Options

		Count	Col %
Option	Close and relocate	23	16%
	Reduce services	40	28%
	Neither option selected	82	57%
	Total	145	100%

Please note that some respondents who have ticked option 'b' have gone on to ask why services should need to be reduced. All comments have been summarised into categories; as well as being listed verbatim.

Table 7 Options by user / non-user

		User Status					
		Local user		Other Borough user		Non user of CC	
		Count	Col %	Count	Col %	Count	Col %
Option	Close and relocate	5	9%	3	18%	15	21%
	Reduce services	17	30%	9	53%	14	20%
	Neither option selected	35	61%	5	29%	42	59%
	Total	57	100%	17	100%	71	100%

Table 8 Options by average age**Report**

Age in years

Option	Mean	N	Std. Deviation
Close and relocate	21.50	22	13.030
Reduce services	23.89	36	8.844
Neither option selected	29.36	72	14.922
Total	26.52	130	13.496

Table 8 shows average age and choice of option. The most notable distinction is that the average age of those who have not chosen either of the two options is significantly older than those who have selected either option #1 or option #2.

The table below shows a summary of comments, grouped into broad categories.

20% make comments which refer broadly to the CC as a community asset; and 12% suggest expanding and developing services. Relating to this last point, a further 6% comment on the need for improved advertising and promotion. 42% have made no comments or suggestions.

Detailed analysis and statistical tests (not shown) do not indicate any particular group or sub-group - however defined – that is associated with one or other shade of opinion. Thus non-users are no more likely than users to be inclined to support either of the suggested option for the Centre's future.

Table Comments grouped into broad categories

		Count	Col %
Comments	Concerned at ASB and/or crime	8	5%
	Expand and develop services	17	12%
	Needs better advertising and promotion	9	6%
	Important to keep this important community asset	29	20%
	Needs better maintenance, repairs and cleaning	6	4%
	Reduce charges and make it more accessible	8	5%
	Not much here of interest to me	2	1%
	Agree there is need for change	5	3%
	Don't know / no response	62	42%

Verbatim list of comments

Lived here since 1986 and the Centre has never been any use to us or our six children - it's 'off limits to non farm people

Afraid of being mugged on BwF - I've been threatened in the past

CC staff are rude. Clasford Stirling cancels children's games without a word to parents. NOT HAPPY!

What the CC gives to children of the area in sports is priceless, but I think more sports could be made available

Totally against the city farm idea - it will never be kept maintained. Children should be taken out to a real farm

Would it not be possible to increase services - and get more income? Have more classes that charge and organize better publicity

Should be expanding - not reducing - services. Need to attract funding by better marketing & publicity outside the immediate area

CC should stay. Services in the school will be difficult to book them

Money is short - prefer to spend it on repairing railings round Downhills Park and a cycle route along the Way

Do everything possible to keep our council tax down - it is too high already

Neither. Use for indoor sports, cookery, evening classes

Don't close the CC, please serve lunches

What a bizarrely romantic view you have of this crime-infested area. Never mind fruit and veg; we need Police up here.

Polish women are using the park areas for sex with men - for money

Please improve services

The reduced services should be handled so that the wide cross section of the community is brought together and can take pride

A new lower cost building will far outweigh the older, larger and dated community centre building

I live on the borders and don't feel sufficiently part of things to make any judgment

Let's be honest - CC is a 'white elephant' - a drain on council funding. Maybe an approach to TESCO to open a store would be good

Don't know what's on. It needs better advertising. I'm particularly interested in the food coop and environmental projects

Publicise events at BWF more widely and offer a wider range of clubs and activities

Have CC once a month for dinner dance parties, also teenagers parties monthly

Centre needs to reach all - young and old. I go outside the borough to gym/classes/meeting friends, as you have nothing to offer

BwF would die without a school and the centre

Don't like either. Candidly the architecture and landscaping are off-putting. I love what Friends are doing at the pond etc

Increase more services that will benefit the community

Whatever option is less expensive yet more productive and beneficial to the community

Intelligent thinking would find a way to keep services and raise income.

Neither. Let out rooms to the schools if needed - saves cost of new buildings. Provide covered walk way

Don't close it. Be commercial and develop both catering and events. Publicize!

I don't want it closed but I like the idea of the new campus. Can't you manage the centre better to increase income?

Inadequate activities for young children. Any further reduction will reduce their future. I pay enough tax as it is.

Sort out better marketing and fundraising so you can keep a full service at the centre

Neither. I'm from outside the area coming in for football. That must be maintained

Neither. CC needs more income to buy football kit. We don't want services to reduce

The farm needs this centre - the location is great and parking is easy

The CC is good

Either keep it open or consolidate all facilities within the immediate locality

The football team will be damaged if the centre is relocated - less time to train

Neither. I'm happy with the CC

Neither - the centre is good for the community and it's good for young people. Keep it

The CC should stay as it is and be enabled to improve its facilities

It's a very constructive and positive place for the community

Closing the CC would not benefit children - using a school would make them feel still under education and not for fun

CC is important part of community and a safe haven for many. Your options would kill it off. We all know what happens.....

Neither. Why would the services have to be reduced? What about more funding/income

There's a stigma to BWF - I'd be happier if campus was elsewhere and would then consider using facilities

Neither. Need to see a CLEAR proposal for an alternative CC. How can we generate more income? What about football, ESOL classes?

Neither. I would not close it. The Gospel festival is good there - maybe build a smaller one
In need of astro-turf outside

Work needs to be put into the c-centre - better training facilities for children

Have more fundraising community days in the summer

None of these. Fund it properly and don't close services

Neither. Please keep it open for community activities because I for one find it very useful

No. The sports hall is needed and the CC couldn't be shut until the replacement is up and running.

Neither. Reduce hire charges to encourage usage. Must not lose what we already have. Avoid corporate events and noisy functions

Neither. Increase services and income

It won't work. You need to rethink

You should INCREASE services. It cost £25m 20 years ago and should be run as a community asset

Neither. Leave as is.

We don't want the CC closed because it is important to many children and parents

Neither. Also concerned about disruption to services and ending of access via Adams Rd if the CC moves.

Neither. This is evil and destructive. Schools will do what they like. CC is a community focus

Neither. Apart from football the community doesn't have access. Money for swimming pool wasn't spent on it. Under used at present

N. Might be better.

Children wouldn't be hanging on the street if there were more activities. YP would do a lot more at school than they could at home and it would help their education

It would be very nice if there are more facilities incl gym and training. If there were then it could be preferred.

None. There's nothing for us. Also, activities should be free

Neither. Do they have to knock it down?

N. Would use if there was a cafe or kiosk.

D/K I would use the CC if I could buy food and drink. Leave BMX alone

OK

It should be cheaper e.g. £2.50. £3 is too expensive

Neither. Like to see increase in services and increased usage and increased income. Used more, it could pay its way.

Any other points or issues you wish to raise...

Lordship Rec used to be well-maintained and safe. The money wasted on the CC should be more wisely spent on making the park safe for users

Worked fine until rents were increased; since when everything has gone wrong. Please put rents back to where they were.

The safety of people visiting is an issue

Sports activities should be more organized and professional

Lock the park gates at night and improve pathways as some are dangerous

Please only spend money on projects that are needed, can sustain themselves, and stand the test of time and weather.

Can't wait!

Leave the community centre as it is

Path at NW corner has been closed - a disaster, especially for cyclists

Too many safety issues remain. A live on-site park keeper is needed

Has CCTV been set up or discussed? Why not have Safer Neighborhoods offices in the park grounds?

Skate boarding facilities don't really exist - mostly used by bikes and waterlogged in winter months. Proper ramps needed to attract skateboarders

Why do you think the area remains empty and desolate? People are frightened to come because of the savage characters on the estate

Brighten it up with large flower beds

Yes please

Not clear how these developments will benefit the community. Too much info on 'what' but not much on 'why' or for 'who'.

Me and my husband jog around Lordship Rec and it would be nice if it was better lit.

Hurry up! It's such an underused space. Love the idea of refurbishing the model traffic area as well

Lordship Rec area needs seats - at least as many as Bruce Castle, if not more.

Bring the Rec back to the quality and standards that used to apply there.

Important to get families into the park to make it safer. You must ensure that the new equipment is properly looked after and kept secure.

The fence between Somerset Close and B'water Fm needs reinstating

Let out more of the grounds to do farming

Why not reconstruct the lido into outdoor and indoor pools

More sport - also area for the kids - facilities for adults

CC offers nothing to professional people. You must market it to all, otherwise it will stay as a 'ghetto facility' that it was since its inception. I know

Should secure Lordship Rec grounds overnight to stop the attraction of criminal activities

More after-school provision for disabled children

Landscaping, landscaping and more landscaping, and more park staff

More services in LR and BWF that are free to the community - incl swimming pool and gym

I will very likely use Lordship Rec daily - now that it is to be regenerated

Spend money making the area safe e.g. security guards /parkies

Lordship Rec needs making safe for mums and babies

This CC was struggled for and was a major investment. Need to fund more staff and activities - not close it down.

Maintenance takes far too long and charges are high

Parents support, advice services, trips

Children are our future - what we put in we will get back

The CC is good

Broadwater Farm football training is world class - it engages my son fully and he enjoys it. This should be built on and expanded

Make it better

t's a very constructive place and for the community

More support and funds for sporting facilities would be beneficial to all that use the centre

....what happens when education is in charge of activities: Disaster. Your first option would kill all this off.

Put parkies back in LR to stop violent behaviour. Revamp the bike track to teach cyclists about awareness. Charge a small fee and make it fun

Ongoing dialogue with the community

Like more activities and events targeted towards people with disabilities

I'm concerned about vandalism of pay areas and inappropriate use of paddling pool by dogs (dog fouling)

Repair paths and control dog fouling. Have park rangers to control the park and stop people dropping litter

Should be for all ages and should be aimed at British as well as other cultures

Excellent proposals for cafe, farm and L Rec

Not too much disruption please

Use of the CC is part of our Heritage Lottery Application.

Table 10 Awareness of development plans for Lordship Recreation Ground

		Count
Aware of plans and opportunities for Lordship Rec?	Yes	48
...And been involved in	Yes	14
...And voted for Lordship	Yes	36
Unaware	Unaware of the plans	56

Equalities Monitoring

Table 11 - Sexual orientation

		SEX			
		Male		Female	
		Count	Col %	Count	Col %
Sexual orientation	heterosexual	28	41%	24	31%
	LGBT	1	1%	1	1%
	NR	39	57%	52	68%
	Total	68	100%	77	100%

57% of men and 68% of women respondents did not answer this question and variously commented that it was intrusive or otherwise not relevant.

Table 12 – Ethnicity of Respondents

		Count	Col %
ETHNIC	White British	57	39%
	Black British	35	24%
	Asian British	3	2%
	Turkish/Cypriot	2	1%
	Greek/Cypriot	3	2%
	Kurdish	1	1%
	Irish	6	4%
	Other	4	3%
	No response	34	23%
	Total	145	100%

Table 13 Age group of respondents

		Count	Col %
AGE	under 20	8	6%
	20-35	38	26%
	36-45	38	26%
	46-60	24	17%
	over 60	27	19%
	No response	10	7%
	Total	145	100%

Disability

A total of 15 respondents reported the following disabilities:

Arthritis

Arthritis

Osteoarthritis

Asthmatic

Degeneration of disks and severe arthritis.

Heart problems

HIV positive

I'm disabled

I need a walking stick

Learning disability

MS

Nervous disorder which makes me not a very social person

Old age

Parkinson's

**BROADWATER FARM NEIGHBOURHOOD IMPROVEMENTS:
SUMMARY FEEDBACK STAKEHOLDER CONSULTATION**

APPENDIX B

Feedback	Organisation
<ul style="list-style-type: none"> • Reservations about how ILC could work for B2E and the Park • Feels “draconian” to knock down a comparatively new building to replace it with another 	Back to Earth
<ul style="list-style-type: none"> • Open minded; would prefer to upgrade current provision at BWFCC 	BWFCC Sports Development
<ul style="list-style-type: none"> • Many residents are strongly attached to the centre • Would like to have real community “ownership” of any new centre • Want rooms that are affordable and flexible for community needs. 	Broadwater Farm Residents Association
<ul style="list-style-type: none"> • would prefer to maintain and keep the community centre • Lingering resentment in their community about history but still regards this as the best community building apart from the price. 	Haringey Ghanaian Association
<ul style="list-style-type: none"> • concerns about dependencies of Lordship Rec programme on BWFCC for kitchen project and community gardens 	Lordship Recreation Group Regeneration Project
<ul style="list-style-type: none"> • Wanting an even handed response and want to be careful about losing what is positive and has been built up over the years • Residents are concerned with lack of parking, noise, disturbance/mess from social events. • Would like a school which could provide cross over benefits to which the community would become engaged over time. Such as a designated youth facility where young people can “hang out” 	Homes for Haringey
<ul style="list-style-type: none"> • Essentially opposed to pulling down the building. • The building is important because of its history; and what it represents to the people of the Estate. • Feels it would be a suitable for her gospel festival, bringing more people to the facility. 	BWF Gospel Festival Organiser (May Richards)
<ul style="list-style-type: none"> • Feel open minded, but with a preference for improving partnership working and making existing premises work better • Concern about the flexibility and availability of school provision and how willing the school would be to share provision with the community in practice. • Sees the role of partnerships and youth services in breaking down “postcode rivalries”. 	Youth Service and Positive Futures
<ul style="list-style-type: none"> • Open minded • Working with B2E on community kitchen and food hygiene certificates; and working to develop educational provision to complement the football. • Need to expand provision for 16-18 year olds to help with funding and would like new IT suites with music technology added. • Feel there are opportunities for new partnerships and new funding, but concerned with the amount of BWF Stakeholder Feedback.doc space for Community Learning provision substantially reduced. 	CONEL