



**BRENTWOOD
BOROUGH COUNCIL**

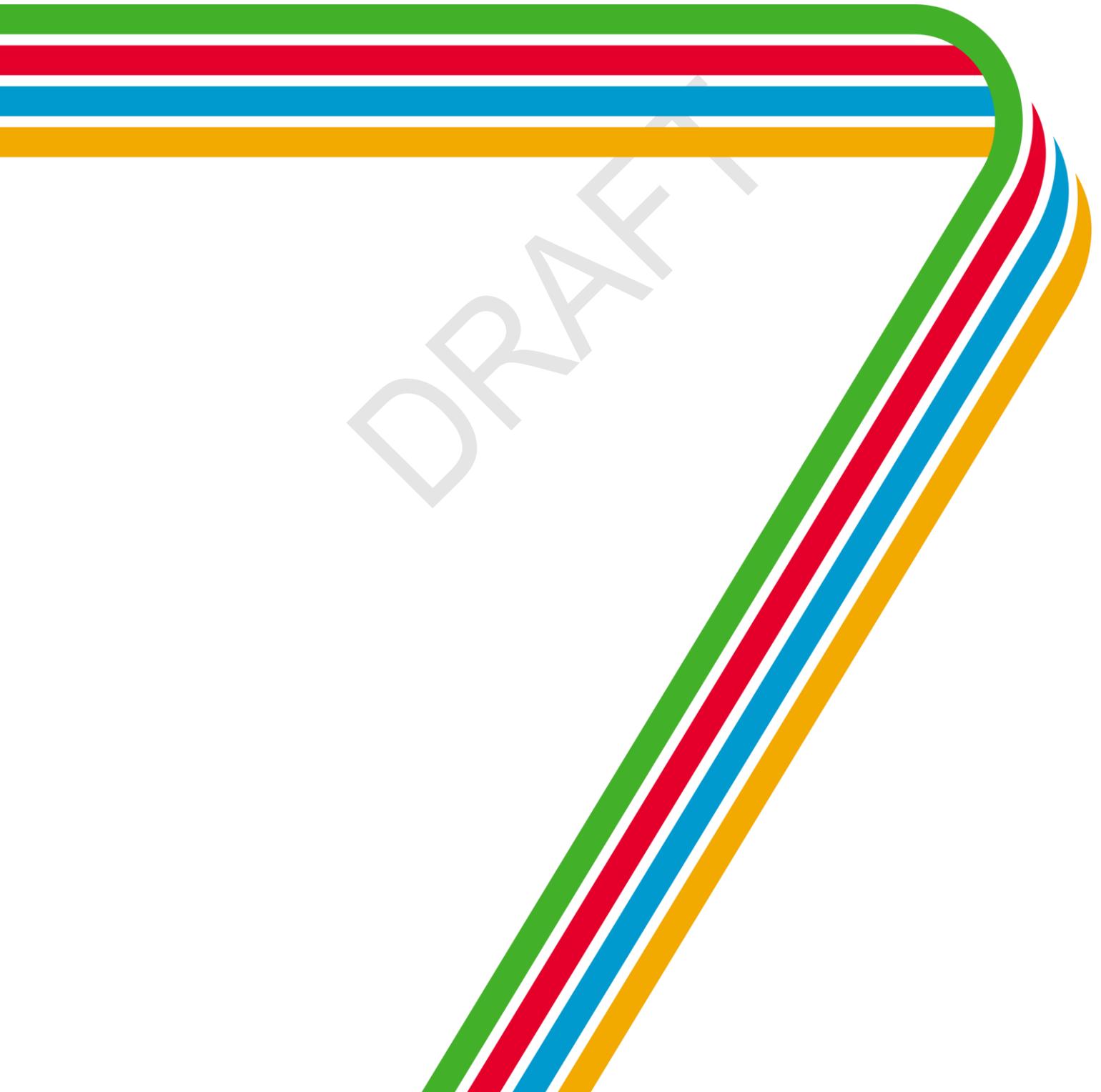
Prepared by:



LK2

Brentwood Centre Site Football Options Appraisal

February 25th, 2020



SHAPING THE FUTURE OF SPORT



4global Consulting Terms of Reference

Estimates and forecasts contained within this report are based on the data and information obtained at that time and the accuracy of resultant findings and recommendations is dependent on the quality of that data.

The author(s) will not be held liable for any data provided by third party organisations as part of this project.. The data and recommendations have been conscientiously reviewed through the project governance process, with all data and information subject to a thorough check and challenge process via the Project Steering Group. Notwithstanding this, it has not been possible for the author to independently review every element of data provided by third parties.

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Executive Summary



1 Executive Summary

1.1 Introduction

1.1.1 Brentwood Borough Council, hereby referred to as BBC, has commissioned 4global Consulting, in partnership with LK2 Architects to prepare an Options Appraisal for the future use of the Brentwood Centre site for football (CM15 9NN). The purpose of this document is to provide the council with a clear evidence based future vision for the site and to help guide football related future investment into the site.

1.2 Methodology

1.2.1 The following section provides our methodology for undertaking all aspects of the work required within the scope of the study. The project has been undertaken in four broad stages as set out below; Stage A: preparation and strategic review; Stage B: data collection and evidence base; consultation with key stakeholders, community organisations, user groups, elected members and the Council, site visits, site surveys, site constraint reports and plans and identification of local needs and demands for sport and leisure provision; Stage C: analysis and options, needs assessment, delivery of 'long-list' of recommendations for presentation and discussion with Officers, ranking and refining short listed options, further analysis of shortlisted options, with layout drawings and further business case analysis; and Stage D: report writing and final presentation of final feasibility report and business plan for chosen options.

1.3 Summary of Evidence Gathering

1.3.1 Evidence gathering was split into 3 distinct areas: desk-based evidence review; key stakeholder consultations; and, a technical mapping analysis. The findings from these three areas is outlined below.

SUMMARY OF DESK-BASED EVIDENCE REVIEW

1.3.2 The Brentwood Playing Pitch Strategy (PPS) and Local Football Facilities Plan (LFFP) have several similar and complementary recommendations. These are summarised in Table 1.1 below

Table 1.1: Collated recommendations from the desk-based evidence review

| Site specific: Brentwood Centre site | |
|---|---|
| Natural Turf | 3G AGPs |
| <ul style="list-style-type: none"> Site is overplayed by 5 Match Equivalent Sessions (MES) (PPS) Pitches are in need of improvement interventions (PPS & LFFP) | <ul style="list-style-type: none"> The site has been identified as a high priority for at least one full size 3G AGP (PPS & LFFP) The site has the potential to host two 3G AGPs and become a 'Hub' site (LFFP) |
| Geographic Area: Brentwood Town / A12 Corridor / Brentwood Borough | |
| Natural Turf | 3G AGPs |
| <ul style="list-style-type: none"> Natural turf pitches in Brentwood require significant pitch improvements (PPS & LFFP) There is a lack of peak time capacity in the A12 Corridor across pitch types, excluding mini 7v7 pitches (PPS). This will limit growth in youth 11v11, youth 9v9 and mini 5v5 teams (PPS). There is a significant deficit of secured supply across the A12 Corridor and Brentwood Borough (PPS) The future demand projected for both the A12 Corridor and Brentwood Borough indicates that pitches will be substantially overplayed when measured against current supply (PPS) | <ul style="list-style-type: none"> The Borough has a deficit of supply of 4x full sized 3G AGP pitches (PPS & LFFP) The A12 Corridor / Brentwood Town area is projected to be short of 2x full sized 3G pitches (PPS & LFFP) There is a need for a further 3G pitch in the north of the Borough (PPS & LFFP) |

1.3.3 Table 1.1 shows that there is broad agreement across both the PPS and LFFP that the Brentwood Centre site should be considered a key site for investment including a significant pitch improvement programme and investment in a minimum of one full-sized 3G AGPs.

- 1.3.4 The PPS study identified there is a need for two further 3G AGPs in the A12 Corridor / Brentwood town area. The LFFP also identifies the potential for the Brentwood Centre site to be used to host a two 3G AGPs and becoming a Hub site.

STAKEHOLDER CONSULTATION

- 1.3.5 To supplement the assessment of football facility needs related to Brentwood Centre site, the A12 Corridor and the Borough as a whole, the study has also approached key stakeholders from the local football community. A list of the key stakeholders with which consultations have been carried out is provided below.

Table 1.2: Organisations Consulted

| Organisation Name | Organisation Type | Organisation Name | Organisation Type |
|-----------------------------|-------------------|-------------------------------|----------------------------|
| Hutton FC | Club | Brentwood Football Alliance | League |
| Great Danes Youth FC | Club | Essex Olympian league | League |
| Hutton Girls | Club | Essex Soccability League | Disability Football League |
| Herongate FC | Club | Essex Walking Football League | League |
| Herongate Athletic Youth FC | Club | Essex FA | Regional Governing Body |
| Brentwood Youth AFC | Club | Football Foundation | National Governing Body |
| Brentwood Town FC | Club | Brentwood Borough Council | Local Authority |
| | | Brentwood Sunday Youth League | League |

- 1.3.6 A summary of responses to the key consultation questions is summarised in table 3.4 in the main document of the report. However, the findings of the consultations can be characterised as broadly supportive for the development of football facilities at the Brentwood Centre site.
- 1.3.7 There is strong consensus for a need for additional 3G AGP facilities and that clubs as well as other football organisations would use these facilities regularly. As to the number of 3G AGPs that should be on site, a 'Hub' model (2x 3G AGPs) was supported by the following stakeholders; those involved in the delivery of festival football; those without 'partnered' access to an AGP already; those with a strategic view of the need for further 3G AGPs; and, those looking to finance the investment in to 3G AGPs. The 'hub' model was generally less well received by clubs that already had access to an AGP already and those clubs looking to develop their own 3G facilities.
- 1.3.8 As for natural turf pitches, there is a strong sense of identity from large clubs which translates into a preference to develop 'home-site' facilities, facilities near their home sites or facilities that they have a history of using as satellite sites. This means that clubs were less enthusiastic about regularly using natural turf pitches at a central venue. However, most clubs did acknowledge that they can struggle to fulfil fixtures given the current pitch stock. Clubs also reported that they project substantial growth in football demand in Brentwood and the lack of appropriate pitch facilities could lead to a failure to realise the full potential of this demand in terms of formal participation in the sport. Consultation with Brentwood Sunday League was very supportive of new pitches with between 10-12 teams currently 'displaced' outside of the Borough and the league currently turning away new teams due to a lack of availability of sufficient quality pitches.
- 1.3.9 It should be noted that the club currently located on the site, Brentwood Town FC did report plans to substantially increase the number of teams at younger age groups and that if they should fail to secure a 3G pitch at the stadium site, they may need to fulfil these fixtures on alternative grass pitches, for which the Brentwood Centre site would be a preferred site.

TECHNICAL MAPPING ANALYSIS

- 1.3.10 Additional supply and demand modelling has also been undertaken to test the impact the proposed new AGP's at The Brentwood Centre site have to meet the deficit identified in the Borough. For the purposes of this analysis, the 'hub' model (two new 3G AGPs) have been chosen for further supply and demand modeling. The maps (overleaf) indicate where the models are recording high levels of unmet demand through the darkness and 'reddness' of the area. The darker and 'redder' the area, the more unmet demand there is and therefore the more need for additional facilities there are.
- 1.3.11 Map 1.1 shows that there are significant levels of unmet demand given the 'current position' in and around the town of Brentwood and demonstrate the impact adding two 3G AGPs to the Brentwood Centre site would have on satisfying unmet demand in the Borough. Map 1.2 shows that the installation of two 3G AGPs at the Brentwood Centre site would substantially help to satisfy 3G AGP demand in the town and throughout most of the borough of Brentwood. The map does show that there is still a small amount of unmet demand in the north west of the borough.
- 1.3.12 Based on the same modelling as used in the mapping above, table 1.3 shows the projected number of users of a 3G AGP facility at the Brentwood Centre site. For greater insight, the table has modelled the projected number of users to a single and a double 3G AGP facility.

Table 1.3: Visit Projections of 3G AGP facilities at Brentwood Centre

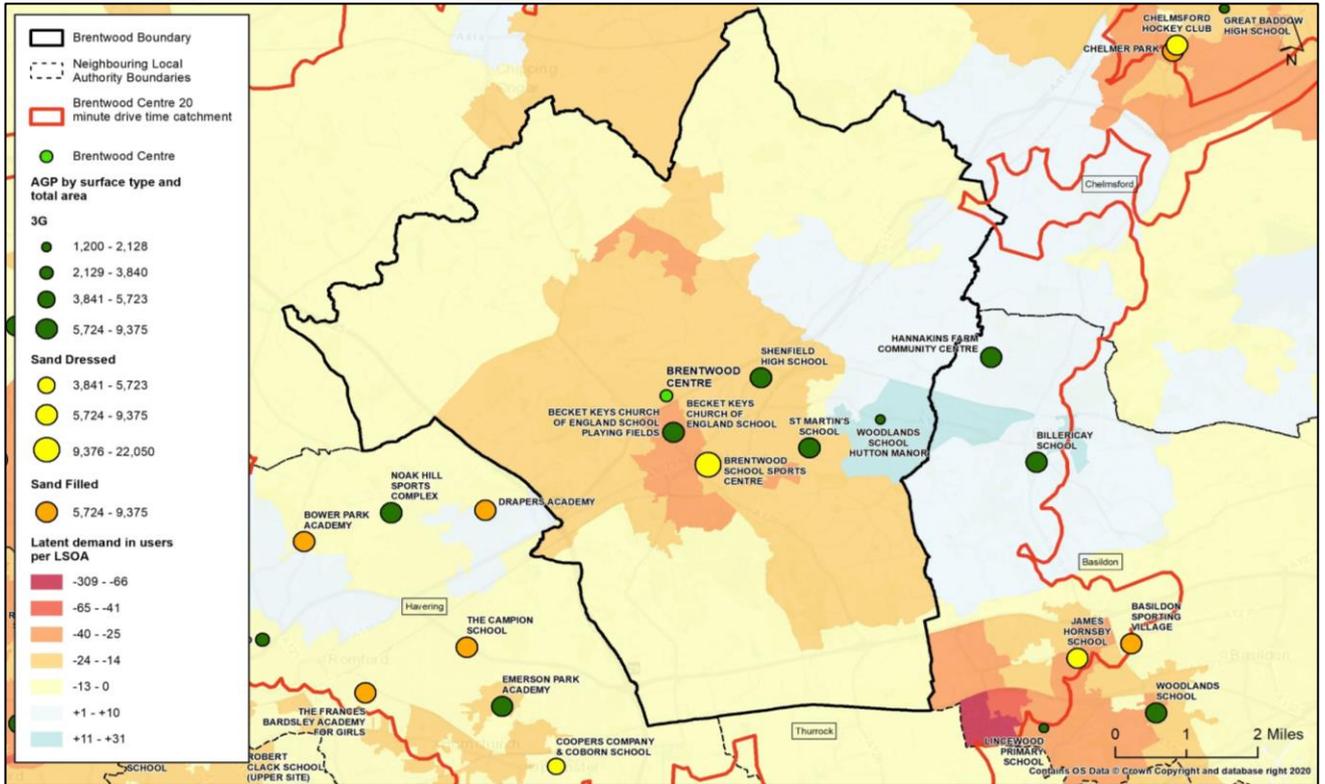
| Number of pitches | Projected demand (individuals actively using the facility over an average month) by drivetime catchment | | | | | Total projected users | Projected visits per week |
|---------------------|---|--------------|---------------|---------------|-------------|-----------------------|---------------------------|
| | 0-5 minutes | 5-10 minutes | 10-15 minutes | 15-20 minutes | >20 minutes | | |
| 1 full size 3G AGP | 337 | 490 | 116 | 12 | 1 | 957 | 1,111 |
| 2 full size 3G AGPs | 420 | 697 | 166 | 22 | 2 | 1,307 | 1,517 |

- 1.3.13 Sport Englands Facility Planning Model considers a single 3G AGP to be operating 'at capacity' with 740 users per week (1,480 per week for a 'hub' site). The modelling indicates that there is comfortably sufficient demand within the catchment area to sustain a high performing and sustainable facility.

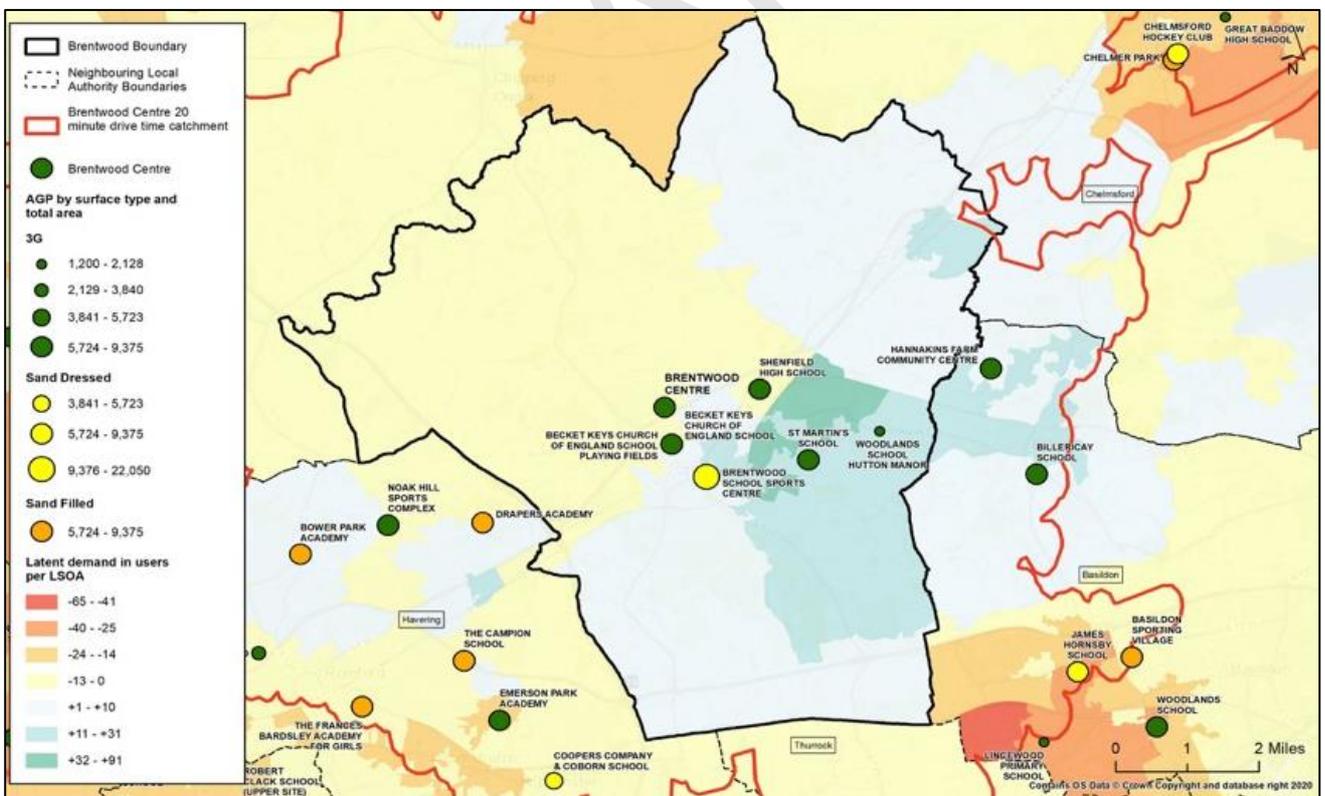
SOCIAL VALUE MODELLING

- 1.3.14 Finally, using the insight generated by 4global's DataHub, it is possible to model the likely level 'social value' that will be generated from its use. Social value refers to the financial return on investment the use of a facility generates. The figure is broken down into four components: Improved health; Improved 'subjective wellbeing'; Increased educational attainment; Reduced crime.
- 1.3.15 The total social value projected to be generated by installing two 3G AGPs to the Brentwood Centre site is expected to be £561,9911 per year. **Over a 10year life span of the facility, this equates to £5.61million of benefits and savings in social value for the facility alone.**

Map 1.1: Supply and Demand modeling without additional 3G AGP facilities at Brentwood Centre site



Map 1.1: Supply and Demand modeling with additional 3G AGP facilities at Brentwood Centre site



1.4 Options Appraisal

1.4.1 The needs assessment chapter above shows that there is a clear need to meet a deficit of supply for for both grass pitches and 3G AGP football facilities in Brentwood. However, there are a number of decisions that need to be made in order to produce a list of options for the site. The rationale for determining these decisions has been provided in the summary below (the full rationale for these decisions is available in table 4.1 of the main report.

- **How many 3G AGPs should be delivered on the site?:** 2x full-sized 3G AGPs
- **Should the Brentwood Town FC Stadium pitch be converted to a 3G AGP?:** No, not as part of meeting the short fall of 3G AGPs as identified in the needs assessment
- **Where should Brentwood Town FC move to should their site be required for other projects?:** Brentwood Town FC should be retained on site if possible
- **How many grass pitches should be developed on the site?:** A minimum of 5x 11v11 community natural turf pitches should be added to the site
- **Should the existing 3G AGP and volleyball court be retained in the new site plan?:** They should be retained if possible but should not be considered a strategic priority
- **What should be the specification of the changing pavilion or car park?:** 8 team changing rooms have been modelled for the designs, this may need to be extended to 10 or may be rationalised to 6, depending on further work undertaken following this report. The car park should be a minimum of 200 spaces.

1.4.2 Four options were short listed. These are presented in main body of the report. They can be characterised by the following descriptions:

- **Option 1** – 5x grass and 2x 3G AGPs – Brentwood Stadium Remains in Place – ingress and egress remains the same
- **Option 2** – 5x grass and 2x 3G AGPs – Brentwood Stadium Remains in Place – new ingress and egress added
- **Option 3** – 5x grass and 2x 3G AGPs – Brentwood Stadium moves to accommodate Brentwood Centre site / a12 expansion plus a new ingress / egress
- **Option 4** – 5x grass and 2x 3G AGPs – Brentwood stadium moves to accommodate Brentwood Centre site / a12 expansion plus a new ingress / egress and an 'L' shaped pavilion.

CAPITAL EXPENDITURE

1.4.3 Between the four options there is a significant difference in the projection of the capital expenditure for each of these. The difference between the options is presented below in table 1.5.

Table 1.5 Capital Costs Comparison for options

| Capital Expenditure | Option 1 | | Option 2 | | Option 3 & 4 | |
|---|-------------------|-------------------|-----------------------------------|-------------------|-----------------------------------|-------------------|
| | Low | High | Low | High | Low | High |
| Construction of 2 3G AGP's | £1,482,300 | £1,652,300 | £1,482,300 | £1,652,300 | £1,482,300 | £1,652,300 |
| Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 | £1,391,250 | £1,590,000 | £1,391,250 | £1,590,000 |
| Construction of Changing Room – Brentwood Town FC | - | - | - | - | £558,250 | £638,000 |
| Stadia construction | - | - | - | - | £684,022.50 | £750,000 |
| Car Park (200 space) – Community Use | £350,000* | £437,500* | £400,000 | £500,000 | £400,000 | £500,000 |
| Car Park (70 space) – Brentwood Stadium | - | - | - | - | £140,000 | £175,000 |
| New entrance way | - | - | Detailed costings from specialist | | Detailed costings from specialist | |
| Total | £2,873,550 | £3,242,300 | £3,273,550 | £3,742,300 | £4,655,823 | £5,305,300 |
| Stadium related costs removed | - | - | - | - | £3,273,550 | £3,742,300 |

*This option only includes 175 spaces

- 1.4.4 It must be noted that for the stadium in particular, the above costs should be considered as indicative and based on the experience of the report authors using sector benchmarks. The costing are based on a variety of assumptions around the design principles and key risks to the project.
- 1.4.5 Once the Brentwood Stadium move is discounted from the cost of implementing the options, there is not a substantial difference in the cost of each option. There is also an opportunity to 'phase' the construction of options 3 and 4, with the grass roots football related elements being completed first and then the elements relating to Brentwood Stadium being completed at a later date, possibly aligned to the upgrading of the Brentwood Centre or the widening of the A12. Such a 'phased' approach would allow the costs of re-providing the stadium and the associated car parking and building costs to be accommodated as part of these projects.
- 1.4.6 It should be well noted that options 2,3 and 4 do not include costs for planning and constructing the entrance way for the site.

ASSESSING THE OPTIONS AND SELECTING A PREFERRED OPTION

1.4.7 Eight assessment criteria were developed to ascertain the extent to which each of the options met the key requirements for the site. These were then discussed at a steering group meeting for the project. The outcome of this exercise is presented in table 1.6 below.

Table 1.6: Assessment of meeting key considerations for the site

| OPTION | MUST HAVE | | | | | NICE TO HAVE | | | Final Score |
|--------|-----------------------|--------------------------|-----------------------------|------------------------------------|-----------------------------|----------------------------------|---------------------------------------|--|-------------|
| | Adequate 3G provision | Adequate grass provision | Adequate changing provision | Adequate car parking (200+ spaces) | Adequate access to the site | Mitigation for Brentwood Stadium | Minimised buildings on greenbelt land | Incorporation of Brentwood Town FC into the site | |
| 1 | Yes | Yes | Yes | No | No | No | No | No | 3/8 |
| 2 | Yes | Yes | Yes | Yes | Yes | No | No | No | 5/8 |
| 3 | Yes | Yes | Yes | Yes | Yes | Yes | No | No | 6/8 |
| 4 | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 8/8 |

1.4.8 Option 4 was considered to meet all of the assessment criteria. The steering group agreed that the lack of adequate access offered by option 1 ruled this out of consideration. As shown in table 1.4, the capital expenditure associated with options 2, 3 and 4 is similar. All three of these options require planning and construction of a new entrance way the cost of which is currently unknown.

1.4.9 Given the opportunity to cover the costs of developing the Brentwood Stadium relocation through other projects related to the site means that there is limited difference in cost between option 2, 3 and 4 also.

1.4.10 With the above considerations in mind, it was agreed that option 4 would be taken forward as the preferred option for the site.

1.4.11 Option 4 will now be presented in greater detail, below.

1.5 Preferred Option – A detailed view

1.5.1 This section of the report focuses in more detail of the preferred option for the site as identified by the steering group from the four options presented.

PREFERRED OPTION - SITE LAYOUT

Figure 1.1: Brentwood Centre Site Plan – Preferred Option

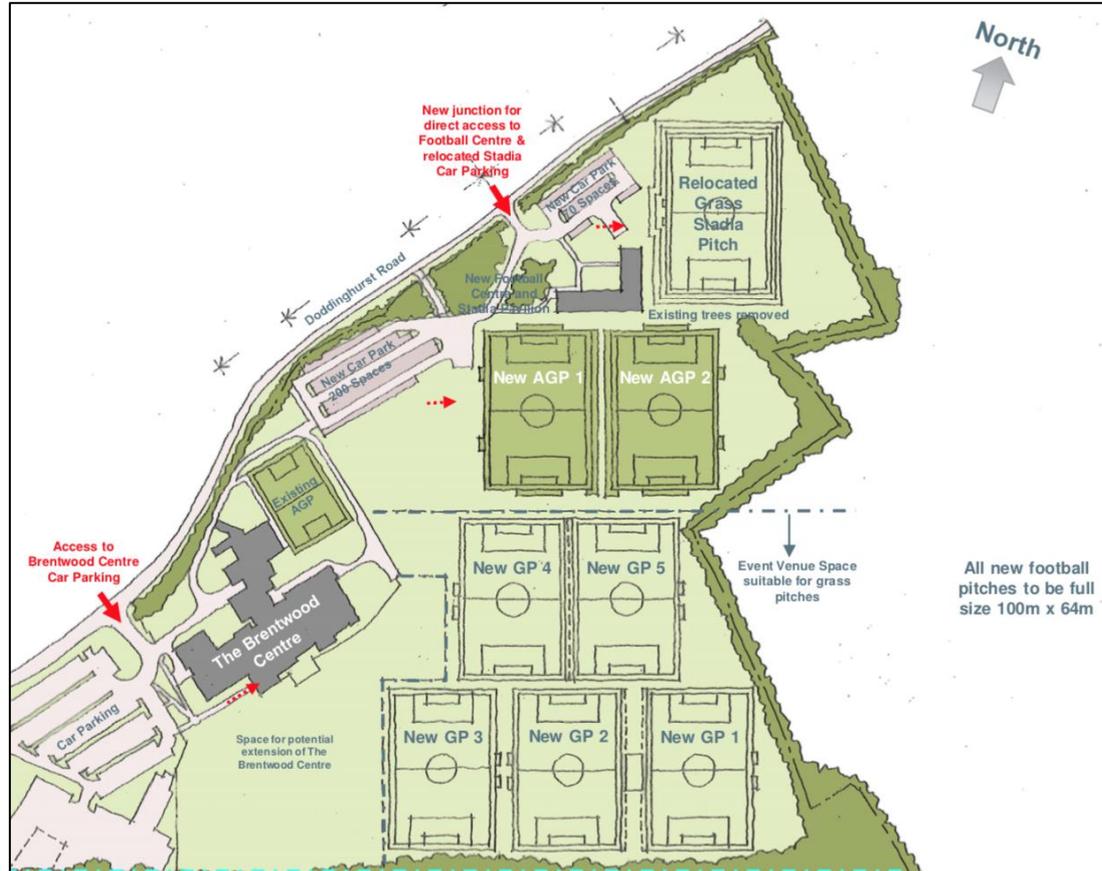
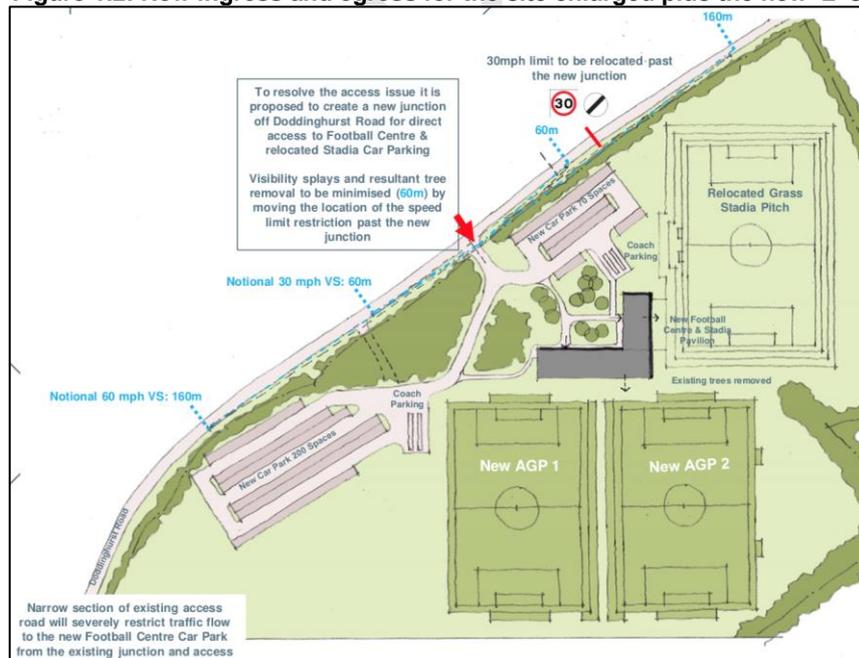


Figure 1.2: New ingress and egress for the site enlarged plus the new 'L' shaped pavilion



PREFERRED OPTION – CHANGING PAVILION (INDICATIVE DESIGN)

- 1.5.2 Figure 1.3 below, shows an indicative floorplan of changing pavilion. As discussed above in table 4.1, a total of 8 changing rooms has been modelled here to service the grass community pitches at peak times.
- 1.5.3 The floor plan also shows a club and social area which would look directly out over the western 3G AGP. The indicative design shows a single club room with the intention of giving a greater sense of Brentwood Town FC being more integrated into the football hub site.

Figure 1.3: Changing pavilion floor plan (both ‘community’ and stadium)



- 1.5.4 The pavilion has also been designed to allow for a ‘phased’ development, with the ‘community’ changing facilities being built first, followed by the facilities servicing the Brentwood stadium when this is possible or necessary.
- 1.5.5 With the ‘phased’ approach in mind, the following page provides images showing how a potential ‘phase one’ changing facility might look in profile. Note that the images overleaf do not show the designs for the part of the ancillary facility servicing the re-located Brentwood stadium.
- 1.5.6 All images are designed to a scale of 1:200

Figure 1.4: Phase One Changing Pavilion – Front / North side



Figure 1.5: Phase One Changing Pavilion – Back / South side



Figure 1.6: Phase One Changing Pavilion – Side / West side

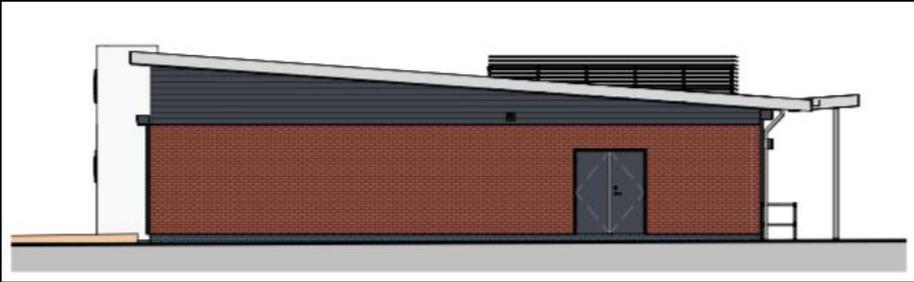
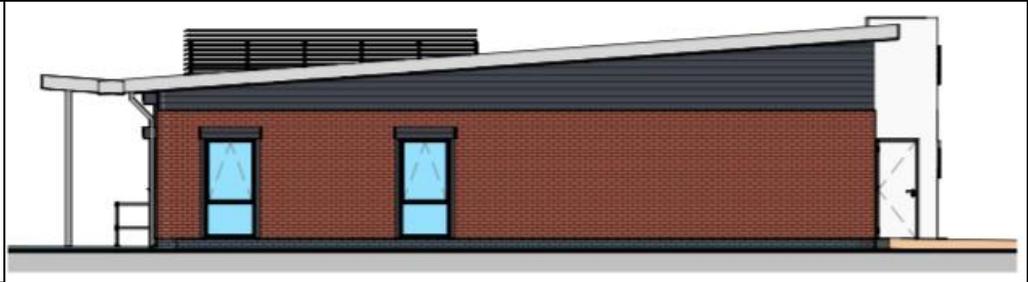


Figure 1.7: Phase One Changing Pavilion – Side / East side



PREFERRED OPTION – DETAILED CAPITAL COST ESTIMATION & POTENTIAL FUNDING SOURCES

- 1.5.7 Table 1.7 below summarises the capital costs (more detailed costs underpinning these have been provided to the BBC). Alongside this cost, the table also shows the amount of funding support that may be available from the Football Foundation.
- 1.5.8 During consultation, the Football Foundation indicated that they believe this project to be of significant strategic value to the delivery of the organisation’s priorities in Essex. As such, the Football Foundation indicated that it would be prepared to commit a “seven figure sum” to the project, subject to a formal application to its facilities grant scheme. As such it has not possible to determine a precise figure as to how much the Football Foundation may be prepared to contribute toward the capital expenditure required for the project. However, by comparing similar projects that have been funded by the Football Foundation and taking a relatively conservative position, this study has estimated a total grant funding contribution of £1.3million toward the project cost. It should be noted that the Football Foundation’s latest strategy prioritises that 80% of investment should be made into the facilities on which football is played (either grass pitches or 3G AGPs), with a maximum of 20% remaining for ancillary facilities and other items (such as car parking). This priority has been reflected below.
- 1.5.9 Brentwood Borough Council (BBC) has identified £1.5million contribution toward the project. This is reflected in the table below. Given the estimated £2.8million of investment identified, this leaves an approximate £0.5million that would require to be identified from other fundings sources. It should be noted that this does not include the cost of planning and constructing the new entrance to the site. This element of the project requires a separate evaluation.

Table 1.7: Capital Expenditure cost estimation and potential funding contributions

| CAPITAL EXPENDITURE | | Cost Estimates | | | Potential Funding Sources | | |
|----------------------------------|---|-----------------------------------|-------------------|-------------------|---|-------------------|---------------------------------------|
| | | Low | High | Mid-point | Football Foundation | BBC | Shortfall / Other (based on Midpoint) |
| PHASE 1 | Construction of 2 3G AGP's | £1,482,300 | £1,652,300 | £1,567,300 | £1,120,000 | - | £447,300 |
| | Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 | £1,490,625 | £280,000 | £1,150,000 | £60,625 |
| | Car Park (200 space) – Community Use | £400,000 | £500,000 | £450,000 | - | £450,000 | - |
| | New entrance way | Detailed costings from specialist | | | Detailed costings from specialist | | |
| PHASE 1 - TOTAL | | £3,273,550 | £3,742,300 | £3,507,925 | £1,300,000 | £1,500,000 | £507,925 |
| PHASE 2 | Construction of Changing Room – Brentwood FC | £558,250 | £638,000 | £598,125 | Cost to be accommodated as part of the projects that require Brentwood Stadium to be moved (either the widening of the A12 or the redesign of the Brentwood Centre, which-ever comes first) | | |
| | Stadia construction – Brentwood FC | £684,022.50 | £750,000 | £717,011 | | | |
| | Car Park (70 space) – Brentwood FC | £140,000 | £175,000 | £157,500 | | | |
| PHASE 2 - TOTAL | £1,382,273 | £1,563,000 | £1,472,636 | | | | |
| TOTAL CAPITAL EXPENDITURE | | £4,655,823 | £5,305,300 | £4,980,561 | | | |

- 1.5.10 Table 1.7 shows that to realise phase one of the project around £3.5million is required, plus the cost of planning and constructing the new entrance way. It should be noted that the social value contribution of the project over the next 10years is calculated to be £5.6million. This would mean, on a capital expenditure, their would be a return on investment of over £2million (in social value) within a decade of its construction.
- 1.5.11 The relocation of the Brentwood Stadium is expected to cost around £1.5million. This brings the total capital expenditure projected for the project to £5million. It should be noted that the need to plan for the relocation of the Brentwood Stadium is due to the use of the land on which it is currently located, either for a potential re-development of the Brentwood Centre or a widening of the A12. As these potential developments are in effect 'responsible' for the relocation of the stadium, it is therefore considered appropriate that which ever project takes place first comes first should accommodate these costs.

PREFERRED OPTION – REVENUE AND EXPENDITURE MODELLING

- 1.5.12 Along with captial expenditure, more detailed modelling of the revenue and expenditure projections for the AGP, grass pitches and changing pavilion elements have been considered. These are presented in detail in the main report.
- 1.5.13 Table 1.8 below details the expected income and expenditure by category over the next 5years for the whole football hub. The table shows that the grass pitches pitches would be expected, under typical utilisation and pricing to produce a operating surplus of around £27,000 per year.

Table 1.8: Revenue and expenditure projections for Changing Pavilion

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------|----------------|----------------|----------------|----------------|----------------|
| AGP | £34,858 | £28,109 | £29,734 | £29,905 | £33,124 |
| Grass | -£15,761 | -£16,327 | -£16,912 | -£17,516 | -£18,139 |
| Changing | £12,500 | £13,255 | £14,002 | £14,740 | £15,469 |
| Total | £31,597 | £25,037 | £26,824 | £27,129 | £30,454 |

PREFERRED OPTION – MANAGEMENT OF THE SITE

- 1.5.14 Following discussions with BBC and the steering group, it has been confirmed that options for the management of the site will be discussed at a later date and will not form part of this report.

1.6 Next Steps

- 1.6.1 Following the identification of the preferred option for the future of the Brentwood Centre site, there are a number of actions that need to be taken in order for the project to progress.
- 1.6.2 To expedite the implementation of the preferred option as effectively and efficiently as possible it is important that several streams of work are executed concurrently. In collaboration with Brentwood Borough Council (BBC) the report has identified four 'work streams' that need to be followed. These are:
- 'planning' – actions needed to progress the master plan for the site so that a planning application can be made with a reasonable chance of success;
 - 'financial' – actions needed to ensure more detailed financial modelling to deliver the preferred option are in place: and
 - 'consultation' – work required to further establish if there are any further developments or alterations required to the preferred option (as it is currently laid out).
 - 'management options' – in order to successfully bid to the Football Foundation for a grant, the name of the specific organisation who will manage the site needs to be agreed.
- 1.6.3 More specific actions and milestones from each of these work streams is detailed below in table 1.9.

Table 1.9: Work streams for Brentwood Borough Council

| Phase | Planning | Financial | Consultation | Management Option |
|-------|---|--|--|---|
| 1 | Concept design for built facilities to be developed | Budget for the preferred option and identify other financial implications with the preferred option (entrance into site. etc.) | Community and Health Committee agree preferred options and next steps (10/03/2020) | Agree scope, soft market test procure and appoint a managing option for the site. |
| 2 | Pre App meeting to consider any constraints on the site and any relevant surveys to be undertaken | Apply to Football Foundation for contribution to the development | Consultation with Brentwood Leisure Trust and Brentwood Town Football Club on preferred options | |
| 3 | Further Pre-app(s) if required | Identify any shortfall of funding and identify any further external funding streams to reduce any funding gap | | |
| 4 | | Review financials for the business plan to ensure viability against any BBC borrowing and return on investment | Report to relevant committee regarding business plan and financial modelling on the preferred option | |
| 5 | Planning Committee to consider application | | Planning submission – 12 week consultation | |

1.6.4 In addition to the tasks identified above, BBC should be aware of the processes for applying to the Football Foundation for grant funding. A summary of this process is presented below in table 1.9. It should be well noted that this is an extrapolation of the process from the Football Foundation's guidance and materials but is not an officially endorsed diagram or summary.

1.6.5 BBC should also note that the consultations carried out as part of this study did not produce a 'pitch-use plan'. Further consultation work with the clubs and other site users would be required to support an application to the Football Foundation for funding. There is a strong possibility that there will need to be invasive, technical surveying of the site to determine the full range of works required to develop the football facilities here and therefore draw-up a more accurate cost projection.

FINAL CONSIDERATIONS

1.6.6 The preferred option, as outlined above would have an impact on various parties. This section seeks to identify these issues. These are presented in more detail in the main body of the report.

The Brentwood Centre

- Unless the Brentwood Leisure Trust are successful in winning the contract to manage the football facilities, it is likely they would lose the income currently received from the small-sided pitch.
- A further impact on the Brentwood Centre would be that the use of the playing fields for festivals and other events may no longer be possible, or would need to be significantly restricted. It is expected that the reduction of ceasing of events on this space would have a negative impact on the income generated from the Centre.

Brentwood Town FC

- Brentwood Town FC's income could be negatively impacted by the designs featured in the current iteration of the preferred option due to loss of bar clubhouse hire revenue.
- During the consultation with the club carried out as part of this study, the club made clear their desire for their main pitch to be a 3G surface. if the club wished to install a 3G AGP as the main

pitch for the stadium, a further £500,000 - £600,000 would be required for this to be realised (in addition to the £220,000 budgeted for laying a the grass pitch).

- 1.6.7 It is suggested that as part of the next phase of activity regarding this project, the Brentwood Leisure Trust and Brentwood Town FC should be engaged to understand their position regarding the matters raised above.

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Section 1: Introduction & Methodology



1 Introduction and methodology

1.1 Project scope and objectives

1.1.1 Brentwood Borough Council, hereby referred to as BBC, has commissioned 4global Consulting, in partnership with LK2 Architects to prepare an Options Appraisal for the future use of the Brentwood Centre site for football (CM15 9NN). The purpose of this document is to provide the council with a clear evidence based future vision for the site and to help guide football related future investment into the site.

1.2 Methodology

1.2.1 The following section provides our methodology for undertaking all aspects of the work required within the scope of the study. The project has been undertaken in four broad stages as set out below.

- Stage A: preparation and strategic review
- Stage B: data collection and evidence base
- consultation with key stakeholders, community organisations, user groups, elected members and the Council
- site visits, site surveys, site constraint reports and plans
- identification of local needs and demands for sport and leisure provision
- Stage C: analysis and options
- needs assessment
- delivery of 'long-list' of recommendations for presentation and discussion with Officers
- ranking and refining short listed options
- further analysis of shortlisted options, with layout drawings and further business case analysis
- Stage D: report writing and final presentation of final feasibility report and business plan for chosen options

STAGE A: PREPARATION AND STRATEGIC REVIEW

1.2.2 The project inception meeting attended by representatives of the consultancy team, BBC, Essex County FA and the Football Foundation. The purpose of the meeting was to meet the client, agree terms of reference and key milestones, meeting dates and timescales for the study. The meeting was also used as an opportunity to discuss the preparation work undertaken to date, identify any key issues and further opportunities, confirm the project scope and agree any consultees who need to be involved in the study.

1.2.3 Following the meeting a detailed strategic review was undertaken of all relevant strategic documentation and policies.

1.2.4 In preparation for site surveys and assessments the consultancy team also began the process for a desk-based audit of the site to be undertaken. This included a review of the design, heritage, ecology and arboriculture aspects and constraints for example any environmental designations affecting the site and adjoining land.

STAGE B: DATA COLLECTION AND EVIDENCE BASE

- 1.2.5 Stage B focused on gathering the information about the site, its constraints and the views of key stakeholders regarding its future use for football.

Site Survey

- 1.2.6 A desk-based site survey was carried out in full compliance with Football Foundation requirements:
- Desk based review by the Football Foundation
 - Traffic requirement assessment, including any new traffic measures for highways and car parking on the site capable for meeting peak-time demands.

Identifying Local Needs & Demand For Sport, Leisure And Recreation

Key stakeholder consultation

- 1.2.7 As part of this study face-to-face meetings and telephone consultation were undertaken with a range of identified stakeholders.
- 1.2.8 Consultations were undertaken with relevant football clubs and other related organisations (such as leagues and additional needs providers) to determine their appetite to use the site and the likely demand they have for it. This will help identify the teams that will use the site across the study area to inform the usage plan.

STAGE C: ANALYSIS AND OPTIONS

Needs assessment

- 1.2.9 Stage C included a comprehensive needs assessment for the site, focusing on the requirements of the site to satisfy the needs of local community, clubs and sports organisations defined through consultation with local user groups, the Council and key stakeholders. The aim of the assessment of need is to highlight any obvious gaps in provision or over provision and the reasons for this for further discussion, as well as identify any constraints within the site identified through the site surveys and assessment reports. The use of the site ultimately needs to reflect the local population profile based on the current and future demands for use and the relevant sports and physical activity that could take place on the site, as well as what is viable. Following the Stage A and B data gathering, the key issues, opportunities and opinions concerning the quantity, quality and accessibility and need for the site were identified.

Identification and appraisal of potential schemes

- 1.2.10 Following the needs assessment, a selection of options have been provided, containing different facility types and layouts, for consultation with the Council.
- 1.2.11 A detailed appraisal of each of the different schemes and facility mix options was then undertaken.

Business case analysis for scheme shortlist

- 1.2.12 For each of the potential schemes, a business case appraisal was delivered, focussing on the following key areas;
- Indicative budgetary costs of proposed facilities and landscaping (based on our previous experience of similar schemes)
 - Financial forecast – analysis of sustainable financial viability model
 - Potential grant funding amount and payment terms

Recommendations and Actions

- 1.2.13 Following refinement of the shortlisted options, the preferred option, alongside recommendations for how the sites can be feasible in the long-term, is presented.

1.2.14 Within this analysis, an estimate of the expected throughput for each of the delivery options is included, in order to assess the likely usage. In turn, this will inform the financial sustainability modelling for each option.

STAGE D: REPORT WRITING AND OPTION PRESENTATION

1.2.15 This stage will bring together the feasibility study findings and options appraisal delivered in stage B and provide a feasibility report for the Brentwood Centre site.

1.3 Report Structure

1.3.1 The report is structured into 5 sections:

- Introduction and methodology
- Strategic context
- Needs assessment
- Options appraisal
- Recommendations and next steps

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Section 2: Strategic context



2 Strategic Context

2.1 Planning Policy Introduction

2.1.1 There are a number of key national and local strategies and policies which inform and influence the development of these strategies. These national policies inform the approach to current and future provision of sports facilities, linked to health improvement, increased participation, and the appropriate levels of provision of facilities to meet local needs. From a planning perspective, the national agenda makes the link between national planning policy, a Local Development Plan and population growth at local level, and the need to plan for increased demands for infrastructure and provision, linked to Protect, Enhance and Provide; these are the key elements of the National Planning Policy Framework (NPPF). This will be explained further in the following sections.

NATIONAL PLANNING POLICY FRAMEWORK (NPPF)

2.1.2 The National Planning Policy Framework (NPPF) sets out the requirement of local authorities to establish and provide adequate and proper leisure facilities to meet local needs. Paragraphs 96 and 97 outline the planning policies for the provision and protection of sport and recreation facilities:

2.1.3 *PAR 96: "Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the needs for open space, sports and recreation facilities (including quantitative or qualitative deficits or surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sports and recreational provision is needed, which plans should then seek to accommodate."*

2.1.4 *PAR 97: "Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:*

- *An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or*
- *The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or*
- *The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss."*

PROTECTION, ENHANCEMENT AND PROVISION OF FACILITIES

2.1.5 Sport England is a statutory consultee on all planning applications that affect playing fields as set out in its 2018 playing fields policy, Sport England's policy regarding playing fields is:

"...to protect all parts of a playing field, not just those which happen, for the time being, to be laid out as pitches. This is because those other parts of a playing field are a resource which must be needed, now or in the future, and it is important that they be afforded the same protection."

2.1.6 As well as protecting sports facilities, it looks to improve the quality access and management of sports facilities as well as investing in new facilities to meet unsatisfied demand.

2.1.7 The key drivers for the production of the strategy as advocated by Sport England are to protect, enhance and provide sports facilities, as follows¹:

- Protect: to provide evidence to inform policy and specifically to support site allocations and development management policies which will protect sports facilities and their use by the community, irrespective of ownership

- Enhance: to ensure that sports facilities are effectively managed and maintained and that best uses are made of existing resources; whether facilities, expertise and/or personnel to improve and enhance existing provision, particularly in light of the pressure on local authority budgets
- Provide: to provide evidence to help secure external funding for new facilities and enhancements through grant aid and also through the Community Infrastructure Levy (CIL) and Section 106 agreements. Sport England and local authorities can then use the strategies developed and the guidance provided in making key planning decisions regarding facility developments in the area and to support or protect against loss in relation (refused planning application) to planning applications brought forward by developers.

2.1.8 More information regarding Sport England's Planning Aims and Objectives please follow:

<https://www.sportengland.org/facilities-planning/planning-for-sport/aims-and-objectives/>

2.2 Regional Planning Policy

2.2.1 Essex County Council provides a series of strategies and policies for the region, setting out integrated economic, environmental and social objectives for the regions development for years to come. Notably, The Vision for Essex sets out long-term aspirations for the county till 2035.

2.2.2 Major aspirations and strategic aims for 2017-2021 can be filtered down to 3 main areas. All these areas are interlinked and closely related, many of which have overlapping underlying aims:

ECONOMIC DEVELOPMENT AND GROWTH:

- Support the community by helping to increase their skills and allow them to prosper.
- Enable Essex to attract and grow large firms in high growth industries
- Limit cost and drive growth in revenue.

SOCIAL DEVELOPMENT:

- Help keep vulnerable children safer and enable them to fulfil their potential.
- Enable more vulnerable adults to live independent of social care
- Help to secure stronger, safer and more neighbourly communities
- Facilitate growing communities and new homes in local areas.

HEALTH:

- Reducing the gap in life expectancy
- Promoting independence in the elderly and vulnerable adults
- Reduce the need for hospital admissions or formal care services by delivering community based solutions
- Help people live longer, by ensuring targeted health checks and health programmes are available to those most at risk of heart disease, stroke and diabetes.

2.2.3 Essex County Council benefits from working alongside and in partnership with many different organisations and plans. Some of these partnerships have shaped the type of council Essex are today and the strategies and plans they implement. Notably:

- Essex County Council supported the South East Local Enterprise Partnership in its submission in 2014 of the Strategic Economic Plan (SEP) to government with the hope of securing a share of the governments Single Local Growth Fund

- The Economic Plan for Essex (EPfE) has provided the county's content for the SEP. The EPfE is continuously revised and refreshed to ensure there is a consistent and relevant pipeline of economic growth projects that will support the delivery of economic growth across the county.
- The Essex Co-operation Framework describes the principles that guide the work from The Essex Partnership, a collaboration of representatives of the many organisations that deliver services to the people of Essex.

2.2.4 The Essex Sports Facility Strategy, currently in operation for the next 14 months (2020), recognises the need for provision of appropriate quality and quantity of sports facilities in the area in order to increase participation. The aim is to ensure that opportunities for sport are offered through the planned provision, design and management of a full range of facilities to accommodate for the growing population. The Essex County Sports Partnership, *Active Essex*, are at the heart of the delivery system for community sport and for this strategy.

2.3 The Association of South Essex Authorities Joint Strategic Plan

2.3.1 The Association of South Essex Authorities (ASELA) consists of Basildon, Brentwood, Castle Point, Essex County, Rochford, Southend-on-Sea, and Thurrock Councils. All seven Councils have recognised the need to work across boundaries on strategic issues such as infrastructure; open space provision and leisure; planning and growth; economy and skills; housing; and transport connectivity.

2.3.2 A Memorandum of Understanding was signed on 10th January 2018. This recognises that through a collaborative approach the Councils will be best placed to deliver a vision for South Essex up to 2050, promoting healthy growth for its communities. There is an intention to assist the delivery of this vision through the preparation of a Joint Strategic Plan (JSP).

2.3.3 ASELA will focus on the strategic opportunities, regardless of individual local authority boundaries, for the South Essex economic corridor to influence and secure the strategic infrastructure that will help individual areas to flourish and realise their full economic and social potential.

2.4 Local Planning Policy – Brentwood Borough emerging Local Development Plan¹

2.4.1 The Council is currently preparing a new Local Plan for the Borough which, once adopted, will supersede saved policies in the current Replacement Local Plan (2005). The Plan will set out policies, proposals and site allocations to guide future development in the Borough. It will enable the Council to manage growth while protecting key areas. Among other things, the Plan will include policies to deliver:

- Housing and economic growth requirements
- Retail, leisure and other commercial development
- Infrastructure for transport and utilities (such as energy, telecoms, and water)
- Local community facilities (such as local shops, schools and healthcare)
- Conservation and protection of the natural and historic environment, and
- Climate change and provision of renewable energy.

2.4.2 The Brentwood Local Plan was submitted to the Secretary of State for examination on 14 February 2020.

2.4.3 The Brentwood Borough Council emerging Local Development Plan sets out the approach to bring forward the development of community facilities, and to balance the demand for housing and sporting facilities on prioritizing land and development plans. The policy states;

¹ Local Development Plan for Brentwood Borough – January 2016
(<http://www.brentwood.gov.uk/pdf/08022016165904u.pdf>)

- 2.4.4 “The Council recognises that it is essential for the Plan to be supported by a comprehensive approach to infrastructure planning to ensure that new communities are supported by the right range of services and facilities at the right time, such as schools, transport, healthcare, places for sport and leisure and community facilities. Our Infrastructure Delivery Plan (IDP) accompanying this consultation document, includes extensive information on the current levels of infrastructure provision and forecasts needs linked to development pressures, across a number of key topic areas”
- 2.4.5 The Council will therefore ensure that a range of community facilities are provided to meet existing and forecast demand by;
- Protect and nurture existing leisure, cultural and recreational assets such as the Borough’s Country Parks for residents and visitors to the Borough and promote and enhance social inclusion, health and wellbeing.
 - Secure the delivery of essential infrastructure, including education, health, recreation and community facilities to support new development growth throughout its delivery.
- 2.4.6 With regards to housing; the Council emphasise the intent to protect the Green Belt wherever possible, prioritising brownfield sites to be developed on or converted into green space, however with economic viability at the forefront². The Plan is very much focused on creating a new well-connected community which is recognized for its high quality place marking, range of services and facilities, sustainability and culture of innovation. The plan contains detailed plans for each area type: Greenfield land, Green belt land and brownfield land.
- 2.4.7 The Council does not currently utilise a CIL system to allocate investment for the development of community facilities. However, it is planned for this to be put in place following the completion of the Infrastructure Delivery Plan (IDP) and Viability Assessments that are currently being compiled. In line with the Leisure Strategy 2018-28, the Council will continue to strategically maximize developer contributions through the use of Section 106 funding.
- 2.4.8 As part of the Sustainability Appraisal (Stage 3 of the site assessment process in the emerging Local Development Plan 2016-2033³), any site development that may result in the loss of sport and physical activity provision will be assessed, specifically in terms of the required mitigation, if the site is put forward for allocation

² Brentwood Replacement Local Plan – August 2005
<https://www.brentwood.gov.uk/pdf/30102013165238u.pdf> (pg. 18/2.17)

³ Local Development Plan for Brentwood Borough – January 2016
<http://www.brentwood.gov.uk/pdf/08022016165904u.pdf>

2.5 Sports and Physical Activity Strategic Context

- 2.5.1 The Council has previously and will continue to work with Sport England, as a statutory consultee on planning applications affecting playing fields and built sports facilities. The objective of this consultation is to avoid potential objections and delays at a later date if such sites are allocated for development, which may affect the delivery of the allocations.
- 2.5.2 Sport England will oppose the granting of planning permission for any development which would lead to the loss of, or would prejudice the use of:
- All or any part of a playing field, or
 - Land which has been used as a playing field and remains undeveloped, or
 - Land allocated for use as a playing field.
- 2.5.3 Unless, in the judgement of Sport England, the development as a whole meets with the one or more of five specific exemptions. To find details of these specific exceptions, along with further information regarding sport England statutory role on developments, please follow the link: <https://www.sportengland.org/media/12940/final-playing-fields-policy-and-guidance-document.pdf>

2.6 Sports and Physical Activity Policy and Strategy Review

- 2.6.1 The following section provides a policy review of all strategic documentation for sport and leisure, as well as relevant local government documentation and strategic planning work.

A NEW STRATEGY FOR SPORT – DEPARTMENT FOR CULTURE, MEDIA AND SPORT

- 2.6.2 The Department for Culture, Media and Sport (DCMS), following a consultation paper in 2015, launched the new strategy 'Sporting Future: A new Strategy for an Active Nation' in 2016. The development of the new strategy reflects a need to re-invigorate the nation's appetite for participation in sport following what appears to be a significant reduction in participation (highest profile being swimming), following the upsurge after the 2012 London Olympics.
- 2.6.3 The sport strategy is targeting five outcomes which each sports organisation, public or private sector, will be measured against:
- Physical wellbeing
 - Mental wellbeing
 - Individual development
 - Social and community development
 - Economic development.
- 2.6.4 Government funding will go toward organisations which can best demonstrate that they will deliver some or all the five outcomes.
- 2.6.5 The Delivery of the outcomes will be through three broad outputs;
- More people from every background regularly and meaningfully taking part in sport and physical activity, volunteering and experiencing live sport
 - A more productive, sustainable and responsible sports sector
 - Maximising international and domestic sporting success and the impact of major sporting events.

SPORT ENGLAND STRATEGY 2016 - 'TOWARDS AN ACTIVE NATION'

- 2.6.6 The Vision for this Strategy is: 'We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers'.
- 2.6.7 The Sport England Strategy 'Towards an Active Nation' puts the policies set out in 'A new Strategy for an Active Nation' into practice. This will mean significant change for Sport England and for their partners.
- 2.6.8 This strategy sets out Sport England will deliver this task. The key changes Sport England will make are:
- Focusing more money and resources on tackling inactivity because this is where the gains for the individual and for society are greatest
 - Investing more in children and young people from the age of five to build positive attitudes to sport and activity as the foundations of an active life
 - Helping those who are active now to carry on, but at lower cost to the public purse over time. Sport England will work with those parts of the sector that serve the core market to help them identify ways in which they can become more sustainable and self-sufficient
 - Putting customers at the heart of what we do, responding to how they organise their lives and helping the sector to be more welcoming and inclusive, especially of those groups currently under-represented in sport
 - Helping sport to keep pace with the digital expectations of customers
 - Working nationally where it makes sense to do so (for example on infrastructure and workforce) but encouraging stronger local collaboration to deliver a more joined-up experience of sport and activity for customers
 - Working with a wider range of partners, including the private sector, using our expertise as well as our investment to help others align their resources
 - Working with the sector to encourage innovation and share best practice particularly through applying the principles and practical learning of behaviour change.

BRENTWOOD BOROUGH COUNCIL PHYSICAL ACTIVITY AND SPORT PROFILE – ACTIVE LIVES DATA

- 2.6.9 Adult participation in sport and active recreation (participation at least twice in the last 28 days) has decreased from from 81.3% in 2015/16 to 76.8% in 2017/18 (Active Lives Survey, Sport England). The study area compares roughly the same to the national percentage of 77.5%. 26.2 % of Brentwood Borough Council residents aged 16+ are **inactive** (less than 30minutes of physical activity over the past 28days), slightly better than the national figure of 25.1%. 63.6% of Brentwood residents aged 16+ took part in 150 minutes or more of sport and physical activity a week, compared to 61% in Essex and 62.6% in England.
- 2.6.10 The local authority, along with Active Essex and Sport England, aim to continue to improve these statistics through:
- Maximising opportunities for sport and physical activity to work with commissioners of health, social care, young people's service and community safety
 - Developing a strategic approach for sports facilities and opportunities based on need and evidence
 - Capitalise on opportunities to work with national governing bodies' (NGBs)
 - Provide opportunities for young people through Sportivate, School Games; and working with the higher Education and Further Education sectors.

2.7 Policy Review

2.7.1 The following sections summarise the key policies and strategies that are relevant to this project but do not fall under the previous planning policy review.

BRENTWOOD BOROUGH COUNCIL CORPORATE PLAN, BRENTWOOD 2025

2.7.2 The Council's new Corporate Plan – Brentwood 2025 - Where everyone matters sets out the Council's priorities for the next five years. The key overarching priorities are:

- Growing our economy
- Protecting our environment
- Developing our communities
- Improving housing
- Delivering an effective and efficient council

BRENTWOOD ECONOMIC STRATEGY 2017-20204

2.7.3 The strategy provides a framework to direct economic development and growth for Brentwood Borough and to bring economic benefits to businesses and residents. Ultimately supporting an improved quality of life for those who live and work in Brentwood.

2.7.4 The key economic aims for the vision are too:

- Promote a mixed economic base and a discerning and sustainable approach to economic growth
- Encourage high value, diverse, employment uses that will provide a significant number of skilled and high quality jobs.
- Encourage better utilization, upgrading and redevelopment of existing land and buildings
- Enable the growth of existing business, the creation of new enterprises and encourage inward investment.

2.7.5 This strategy also ties in well with the emerging Local Development Plan, mentioned above, through

- Fostering a prosperous, vibrant and diverse local economy by attracting new commercial investment to maintain high and stable levels of economic and employment growth.

ACTIVE ESSEX CHANGING 1 MILLION LIVES⁵

2.7.6 The key mission is to get one million people active by driving and sustaining participation in physical activity and sport. Working with key partners to create opportunities and resources to achieve this, reducing inactivity and developing positive attitudes to health and wellbeing in communities across greater Essex.

2.7.7 Four key principles are outlined within the strategy are:

- Getting children and adults activity/more active, by driving and sustaining participation in regular physical activity and sport. Looking to combat figures such as one in five adults currently do less than 30 minutes' exercise per week.
- Improving outcomes for people's long term health and wellbeing through reaching out to the specific groups which are most likely to be inactive and under- represented in both physical activity and sport.

⁴ Brentwood Economic Strategy – 2017-2020

(<https://brentwood.moderngov.co.uk/documents/s11235/Appendix%20A.pdf>)

⁵ <https://www.activeessex.org/wp-content/uploads/2017/06/Active-Essex-Changing-1-Million-Lives-Strategy.pdf>

- To maximise potential along with supporting local clubs and organisation, that are voluntary in their nature, about their coaches, officials and talented athletes within performance pathways.
- Strengthening the Active Essex network of local partners in each of the local authorities, to better support the roll out of 14 local plans in these areas.

2.7.8 They key priorities for Active Essex can be summarised as:

- Drive and Sustain Participation
- Improve Health and Wellbeing
- Develop individuals and Organisations
- Strengthen Localities, Communities and Networks.

BRENTWOOD BOROUGH COUNCIL HEALTH AND WELLBEING STRATEGY (2017-2022) ⁶

2.7.9 The strategy has been produced in conjunction with the Brentwood Health and Wellbeing Board, along with both County and Borough Council services. The strategy sets out the key principles that the board will pursue over the next 5 years.

2.7.10 Furthermore, over recent years' mental health and wellbeing has become an area of focus within Brentwood. It is estimated that roughly 7,209 Brentwood residents aged 18-64 are living with a mental health problem⁷. Although the proportion of people with a mental health problem in Brentwood is better than the national average, it is believed that mental health problems are often underreported. In addition to this, a large proportion of older people diagnosed with mental health problems are related to dementia.

2.7.11 To summarise the key priorities identified in the strategy:

- Ageing Well – Ageing is more widely viewed as a positive concept and it's about ensuring that when we are older, we have lives that have value, meaning and purpose. Although we cannot aspire to resolve all these challenges, we will aim to focus our attention on some core areas for improvement and to help the local residents to age well.
- Tackling Obesity and Improve Physical Health – Obesity continues to pose a serious threat to health and wellbeing and is seen as an increasing burden on public services. Regular, physical activity is associated with increased life expectancy and reduced risk of coronary heart disease, stroke, diabetes, hypertension, obesity, and osteoporosis. As part of its commitment to improve health and wellbeing and to assist local residents in becoming healthier and active, local partners will focus their efforts on a work programme that will promote more physical and recreational activities amongst local residents.
- Mental Health and Wellbeing - The concept of mental health and wellbeing is not yet sufficiently reflected in the planning, development and everyday delivery of public services. Feelings of contentment, enjoyment, self-confidence, positive self-esteem and engagement with daily living are all a part of mental health and wellbeing. With the growing of number with dementia and mental health conditions, we must continue to work to support those in need and help build self-resilience to cope

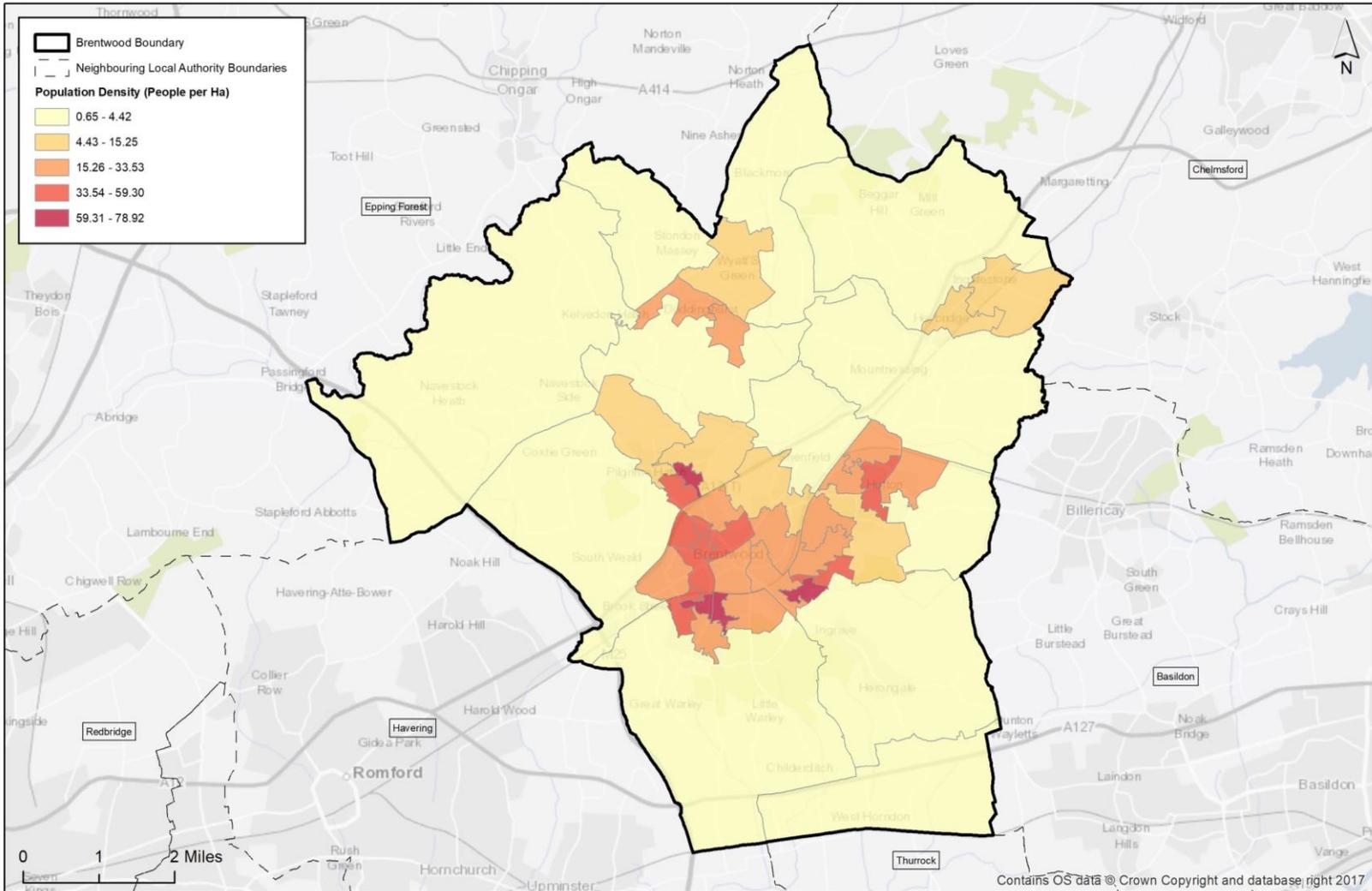
⁶ BBC Health and Wellbeing Strategy – 2017-2022
(<https://brentwood.moderngov.co.uk/documents/s12535/Appendix%20A.pdf>)

⁷ BBC Health and Wellbeing Strategy – 2017-2022
<https://www.livewellcampaign.co.uk/app/uploads/2018/05/Health-and-Wellbeing-Strategy-Brentwood-2017-2022.pdf> (pg7)

2.8 Population Profiles and Projections

- 2.8.1 Brentwood Borough Council is in Essex in the East of England. The Borough is bordered by Epping Forest district (to the north-west), Chelmsford (north-east), Basildon district (south-east), Thurrock (south) and the London Borough of Havering (south-west) and covers an area of approximately 59.1 sq. miles.
- 2.8.2 The current and future population profile of Brentwood Borough and the locations of growth are important to understand in relation to planning for the future provision of sport and physical activity
- 2.8.3 The Borough of Brentwood has a 2018 estimated population of 78,000 people (ONS 2014 SNPP) of which 17.3% are under 15 years of age, 62.3% of the population are aged 16-64 years and 20.4% are 65 or over. Black and minority ethnic population is 6.4% (Census 2011).
- 2.8.4 By way of future population projection, the borough's housing target, as identified through the emerging Local Plan, is 450 dwellings per annum to 2033. This equates to an estimated annual population increase of 1080 people per year (when multiplied by 2.4 persons per new dwelling). This means the projected future population increase for Brentwood from present (2018) to 2033 would equate to 14,040 people. This projected growth is higher than the ONS 2014- based Subnational population projections increase between 2018 and 2033, which is 10,991. The higher population figure has been used in future provision calculations
- 2.8.5 Figure 2.1 (overleaf) shows the current population density in the borough. The areas with the highest population are Brentwood, Shenfield, Hutton, Warley.

Figure 2.1: Current Population Distribution in the Borough of Brentwood (Office of National Statistics)



2.9 Summary of Key Demographic Factors and their Implications

2.9.1 Table 2.1 below summarises the demographic profile of Brentwood localities, reflecting the overall demographic analysis and factors for the Borough as discussed above.

Table 2.1: Summary of Brentwood’s Localities – population, deprivation, health and sporting assets

| | |
|--|--|
| Population Profile | The Borough of Brentwood has a 2018 estimated population of 78,000 people (ONS 2014 SNPP) of which 17.3% are under 15 years of age, 62.3% of the population are aged 16-64 years and 20.4% are 65 or over. |
| Ethnicity | Black and minority ethnic population is 6.4% (Census 2011). |
| Housing | The Local Development Plan housing allocation sets out 6,033 dwellings to be delivered between 2018/19 and 2033. |
| Deprivation | Brentwood Borough is ranked 295 out of 326 local authorities (where 1 is the most deprived) based on average deprivation scores (2010 indices of Deprivation). |
| Health | Brentwood performs better than the regional averages in relation to health issues, often performing better than national figures on variables such as; excess weight, smoking and death by CVD. |
| Overall Implications for Future Sports Facility Provision | <p>There is likely to be an increased demand for sport and leisure facilities within Brentwood, due to the projected population growth. The ageing population will also have an impact on resident’s ability to access facilities. For example, day time access for older people with closely located public transport is important.</p> <p>There are high levels of wealth in Lower Super Output Areas (LSOAs) such as Ingatestone and Fryening and therefore sports facilities need to be match the potential cliental in terms of quality and customer experience.</p> <p>The level of childhood obesity and overweight in adults in the Borough are low. Sports facilities in Brentwood need to be welcoming and accessible to children and adults to continue this trend.</p> |

2.10 Physical Activity and Participation

THE VALUE OF PARTICIPATION

2.10.1 The value of participation in sport and physical activity is significant, and its contribution to individual and community quality of life should not be under estimated. This is true for both younger and older people; participation in sport and physical activity delivers:

- Opportunities for physical activity, and therefore more ‘active living’
- Health benefits – cardio vascular, stronger bones, mobility
- Health improvement
- Mental health benefits
- Social benefits – socialisation, communication, inter-action, regular contact, stimulation

2.10.2 In addition, participation in sport and physical activity can facilitate the learning of new skills, development of individual and team ability / performance, and provide a ‘disciplined’ environment in which participants can ‘grow’ and develop.

2.10.3 The benefits of regular and active participation in sport and physical activity will be important to promote in relation to future sport, leisure and physical activity in Brentwood. There is an existing audience in the District, which already recognies the advantages of participation, and a latent community who are ready to take part. The sport, physical activity and leisure offer in the District can support the delivery of the desired outcomes across a number of District priorities and objectives.

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Section 3: Needs Assessment



3 Needs Assessment

3.1.1 This section summarises the key findings the needs assessment research and which should be used as the evidence base for this strategy. The research is divided into three areas;

- Desk-based evidence review
- Stakeholder consultation
- Geospatial Information System (GIS) mapping analysis

3.1.2 The following section provides a summary of the key findings for each of the research areas analysed within the report

3.2 Desk-based evidence review

3.2.1 This section of the needs assessment reviews the existing evidence bases pertaining to the supply and demand of football within Brentwood. There are two principle documents that provide this information for the Borough:

- Brentwood Playing Pitch Strategy, 2018⁸
- Brentwood Local Football Facilities Plan, 2018⁹

3.2.2 Below, the findings of each report will be summarised and collated.

PLAYING PITCH STRATEGY, 2018

3.2.3 Brentwood Borough Council (BBC) commissioned 4global consulting to undertake a Playing Pitch Strategy (PPS) on its behalf. This project was concluded in 2018. PPS documents provide a robust evidence base to inform planning and investment decision making regarding playing pitch facilities.

3.2.4 PPS documents are developed in line with Sport England's 2013 guidance¹⁰. The guidance requires the entire PPS process to be overseen by a steering group comprised of representatives from each of the national governing bodies (NGBs) for each of the sports included in the study. Representatives from Sport England and the local authority are also included in the PPS steering group.

3.2.5 All PPS projects include a comprehensive review of the quality, quantity and accessibility of outdoor sports facilities in the Borough, including natural turf football pitches and artificial football pitches (3G AGPs). For clarity, only '3G' AGPs are considered appropriate for football training or matches. The study also includes a full consultation with all affiliated clubs in the Borough. This information is collated into a 'needs assessment' of the adequacy of the Borough's existing provision to meet both current and projected future demand for each of the sports contained within the scope of the strategy. The needs assessment is then used as the basis for the 'strategy' document which provides comprehensive recommendations and actions for the steering group to implement. The accuracy of the data, the findings of the needs assessment and the commitment to implementing the recommendations and actions of the strategy are all 'signed-off' by members of the steering group.

⁸ [Brentwood Playing Pitch Strategy 2018-2033 – Brentwood Borough Council, 2018](#)

⁹ [Brentwood Local Football Facilities Plan – Football Foundation, 2018](#)

¹⁰ [Playing Pitch Strategy Guidance – Sport England, 2013](#)

Playing Pitch Strategy Findings and Recommendations

Playing Pitch Strategy findings for natural turf pitches

- 3.2.6 The playing pitch strategy contains a supply and demand analysis for secured and accessible pitch provision in Brentwood. Please note that Match Equivalent Sessions per week (MES) is the standard measurement of pitch capacity and demand for football in PPS's. It refers to the number of matches (or training session equivalents) that can be or are being played on a pitch throughout a typical week. Usually, a team will use their home natural turf pitch 0.5 times per week (to account for home and away fixtures).
- 3.2.7 Please note that the Brentwood Centre site is referred to as the 'The Arena' in the PPS report.
- 3.2.8 Table 5.17.1 (page 89) of the Football analysis within the PPS shows that there is only 1 free adult 11v11 pitch during peak times within the A12 Corridor and only 3 spare mini 7v7 pitches. The table shows that at present, the existing level of provision in this sub area has no capacity on dedicated pitch types for further growth in youth 11v11, 9v9 and 5v5 football teams. It also means the opportunity for growth in adult 11v11 and 7v7 teams is limited. Across the entirety of Brentwood, there is a small amount of spare peak time capacity in adult 11v11 pitches (5), youth 9v9 (0.5) and mini 7v7 (10.5). There is no spare capacity within the currently available youth 11v11 or 5v5 pitch stock.
- 3.2.9 In scenario 2 of Table 5.16 (page 85) of the PPS, shows the balance of supply and demand for all pitches available to the community across Brentwood, the PPS document also shows that youth 11v11 pitches are operating at a deficit of carrying capacity of -10.5 match equivalent sessions per week (MES). However, the same analysis shows that there are currently 28 MES of spare capacity in the adult 11v11 pitch stock. It is common for youth 11v11 teams to use adult pitches if no youth 11v11 pitches are available. Therefore it could be said that there is currently 17.5 MES of spare capacity across the available 11v11 pitch stock in Brentwood. Similarly, in scenario 2 of Table 5.13 (page 81) the PPS shows that when measured against the currently available supply, there are 13.5 MES of spare capacity within the A12 Corridor.
- 3.2.10 It should also be noted that just because the balance of pitch supply and demand across available sites is positive, this does not mean that demand is evenly distributed. Available sites may be unused for a variety of reasons including pitch quality, cost of hire or a lack of awareness within the community that they are available to hire. This means that rather than demand being spread evenly across all available supply it is condensed on some sites, whilst other available sites go unused. Paragraph 5.8.10 of the PPS report (page 89) notes that there are several key sites that are operating significantly over capacity. This is important as these pitches are being 'over-played' (or over-used) and therefore the quality of the pitches, and consequently the quality of the user's experience, is being negatively impacted in the current circumstances. These sites include:
- Herongate Athletic Football Club (Rural South/A127 Corridor) - 11.5 matches over-capacity
 - King George's Playing Field (A12 Corridor) - 2.5 matches over-capacity
 - Old Brentwoods Sports Club (Rural North) - 15 matches over-capacity
 - Polo Fields (A12 Corridor) - 1 match over-capacity
 - Seymour Field (A12 Corridor) - 4.5 matches over-capacity
 - The Arena (The Brentwood Centre site) (A12 Corridor) - 5 matches over-capacity
 - Wash Road Playing Field (A12 Corridor) - 2.5 matches over-capacity
- 3.2.11 The list above includes 5 sites with significant community usage within the A12 Corridor that are substantially overplayed. Taken together the level of overplay on these 5 sites is 15.5 MES.
- 3.2.12 It must be also noted that 'available' supply includes pitches that could have their community access withdrawn at any time. This is because the pitch provider has no legal obligation or compulsion to make their pitches available to the community. As such, whilst the analysis in the paragraph above indicates the position in 2018, this position may not remain the same. In scenario 3 of both table 5.13 and 5.16, the current demand is measured against only the securely available supply. In contrast to scenario 2 of for the A12 Corridor (Table

5.13), adult 11v11 (-3) youth 11v11 (-2) youth 9v9 (-2) and mini 5v5 (-19) pitch types would all be operating over capacity if only pitches secured for future use were to remain available. Table 5.13 shows that a total of 67 MES of pitch capacity (or 47% of available supply) is not secured for community use in the A12 Corridor. The scenario 3 analysis for Brentwood as a whole (Table 5.16) shows that the A12 Corridor is particularly reliant on unsecured pitches to meet demand as youth 11v11 (-10.5), youth 9v9 (-2) and mini 5v5 (-22) have deficits of capacity against secured only supply. It should be noted however that if adult and youth 11v11 secured supply vs. demand balances are considered together, there is a deficit of 4.5 MES per week across the entire Borough.

- 3.2.13 Spatially, the sub-area with the highest future projected deficit of supply is the A12 corridor sub-area, which is largely caused by the lack of secured mini 5v5 provision (both in this sub area and Brentwood as a whole) and the high level of demand generated from some of the larger clubs in the Borough. There is also a large deficit of youth 11v11 provision, with no secured provision in the Rural North and Rural South/A127 Corridor sub areas.
- 3.2.14 There is expected to be demand for an additional 49 teams generated by an increase in Brentwood's population. The largest growth is projected in Youth Boy's 11v11 and 9v9 (U11 to U16s) – nine and ten teams respectively are expected by 2033. This demand is projected to be particularly significant in the Rural South/A127 Corridor sub area, given the proposed housing developments in the area.
- 3.2.15 The supply of provision is also likely to change, with the development of further provision at Hutton FC's Chelmsford Road site and the potential redevelopment of a number of sites, such as The Arena (Brentwood Centre site), Larkins Playing Fields and Great Danes Youth Football Club, as well as the loss of provision at Trinity School and The Stondon Massey Playing Field.
- 3.2.16 Scenario 5 of Table 5.16 contains an assessment of the current securely available supply versus projected future demand (2033 is the projected year). The analysis shows there is a significant deficit for all pitch typologies except for mini 7v7. This means that if only the pitches that are guaranteed to continue to remain available for community use are considered, there is insufficient supply of pitches to meet projected demand across adult 11v11 (-11), youth 11v11 (-21.25), 9v9 (-11.75) and 5v5 (-28) pitch types. It should be noted that under the 'future projected demand vs. secured and available supply' analysis, when adult 11v11 and youth 11v11 pitch balances are combined, the entirety of Brentwood is projected to be operating at a deficit of -32.25 MES. Even when all available pitches are factored into this analysis (see scenario 4), the combined 11v11 position is projected to be -10.25 MES over capacity (with youth 9v9 also at a deficit of 3.75 MES and mini 5v5 at a deficit of -4 MES).
- 3.2.17 Spatially, the sub-area with the highest future projected deficit of supply is the A12 corridor sub-area, which is largely caused by the high level of demand generated from some of the larger clubs in the Borough.
- 3.2.18 Scenario 6 for the A12 Corridor (Table 5.13) shows that again, all pitch types other than mini 7v7 will be operating over-capacity;
- adult 11v11 = -10.5;
 - youth 11v11 = -9.25;
 - youth 9v9 = -7.75; and,
 - mini 5v5 = -31.5.
- 3.2.19 This means that there is projected to be a deficit of 19.25 MES in the A12 Corridor for 11v11 pitches.

Displaced and Latent Demand

- 3.2.20 Further to the above analysis the PPS also captured a substantial amount of displaced and latent demand (Tables 5.10 and 5.11 respectively).
- 3.2.21 In terms of displaced demand (demand taking place outside of the Brentwood Borough), Table 5.10 of the PPS shows there is 2.0 MES of demand for adult 11v11 pitches that the teams would like to take place in the

borough, but is actually taking place outside. In addition there is 1.5 MES of displaced youth 11v11 demand. This means there is a combined total of 3.5 MES per week being displaced outside of the Borough which, if there was sufficient pitch availability, would be being played in Brentwood. The table also shows 1.5 MES of demand from younger age groups (including 0.5 from youth 9v9) but this is attributed to league venues, rather than a lack of pitch supply.

- 3.2.22 Latent demand refers to the demand that rather than being displaced, is simply not realised or manifested because of a lack of facilities. Table 5.11 (page 79) shows that there is latent demand for an additional 50 teams in Brentwood, 46 of which is reported from clubs located in the A12 Corridor. This equates to 25 MES of demand, 23 MES of which is located in the A12 Corridor. The table shows that there is a latency of 4 MES of adult 11v11 demand all originating from the A12 Corridor. There are a further 10.5 MES of youth demand (not distinguished between 11v11 and 9v9) and 14.5 MES of mini soccer demand.
- 3.2.23 The above analysis shows that when displaced and latent demand is combined there are currently 6 MES of demand for adult 11v11 pitches not being played in the A12 Corridor which would be if the facilities required to meet this demand existed. This equates to 12 adult 11v11 teams. There are 10.5 MES of unmet youth demand (21 teams) and 14.5 of mini soccer demand.

Summary of PPS natural turf pitch analysis

3.2.24 The above analysis summarises the complex analyses used to assess the current and projected supply and demand positions for grass football pitches as part of the PPS process. The findings can be summarised as follows;

- There is a clear deficit of adult and youth 11v11 pitches in the Borough and in the A12 Corridor and limited spare peak-time capacity to enable clubs to grow;
- Brentwood as whole, but the A12 Corridor in particular, is heavily reliant on unsecured pitch supply to meet existing demand, these pitches cannot be relied upon to remain available into the future;
- There is substantial growth projected in the future (2033), a significant proportion of which is expected to come in the A12 Corridor;
- If this projected growth is realised it would cause all pitch types except for mini 7v7 to be significantly overplayed, even when measured against all currently available supply.

PPS findings for 3G AGPs

- 3.2.25 There is a significant deficit of 3G AGP provision in the area, with a requirement to increase provision, especially in the A12 sub-area. There is a deficit of 4 full sized 3G AGP's currently, with 2 of these identified as being required in the A12 corridor sub-area, 1 in the Rural North sub-area and one in the Rural South/A127 Corridor sub-area.
- 3.2.26 The current deficit of 3G AGP provision in the area is likely to increase during the life of the strategy, with a total of 5 additional 3G pitches (when measured against the current supply) required by 2033 when taking into consideration the 49 additional teams generated by population growth in Brentwood.

PPS Recommendations

- 3.2.27 The PPS addresses the issues identified in the recommendation section of the report. Relevant recommendations have been reflected below (note that some of the wording of these recommendations have been reduced to aid conciseness and reflect slight changes to the current position in the proceeding 18 months).
- 3.2.28 **Recommendation 5:** Protect the current level of football provision across the Borough identified in this PPS, in line with Sport England's Playing Fields Policy... Investment in alternative playing pitch facilities must be in accordance with priorities identified in the PPS Action Plan is required. This approach also applies to sites that

have been used for football in the past. For high-risk sites that are of high strategic importance for grass-roots football, such as The Arena (the PPS's name for the Brentwood Centre site), ensure that the site is afforded the highest possible level of protection, to reduce the risk of it being lost as sports provision. If this site is to be lost, it is key that a high-value mitigation package is put in place, to future-proof grass roots football in the Borough.

- 3.2.29 **Recommendation 6:** Seek to increase the number of full sized 3G AGP's that are available for community use, through the development of new facilities or the improvement of access to existing facilities. Through a Borough-wide feasibility study for additional 3G pitch sites, focus on the development of facilities in the A12 Corridor sub-area, where the highest amount of demand currently exists. A potential feasibility study for 3G pitches with the 5 South Essex authorities is also recommended, given their joint PPS and action plan is currently being finalized and recommends a 3G feasibility study for the sub-region. This would be particularly relevant for the Rural South/A127 sub-area, where the catchments will overlap.
- 3.2.30 To identify viable sites that meet the needs of residents, undertake further feasibility studies...to confirm financial viability and management infrastructure, both of which are required if 3G AGP's are to be installed. If there are...opportunities to invest in 3G AGP provision within the Rural North and Rural South/A127 Corridor sub areas, it is recommended that these are maximised, while encouraging teams from the A12 Corridor sub-area to travel into these sub-areas for access to high quality provision.
- 3.2.31 **Recommendation 7:** Explore potential options for the creation of football hub sites, in order to provide high quality multi-pitch facilities in strategic locations across the Borough.
- 3.2.32 In order to create sustainable hub sites and in line with Recommendation 6, it is recommended that the facility mix includes 3G AGP (sites with potential to provide two or more 3G AGPs should be identified and prioritised) and grass pitch provision, alongside facilities that can generate secondary income, such as Health & Fitness.
- 3.2.33 **Recommendation 8:** Continue to invest in the grass pitches across the study area, to improve the quality and reduce the amount of cancelled games during periods of poor weather. The implementation of a maintenance equipment bank with support from the Football Foundation should be considered, to provide local clubs and organisations with more cost effective solution to improve pitch maintenance across the Borough. If this recommendation is to be delivered, pitch maintenance teams (both professional and volunteer) will require additional training to ensure individuals can use any new maintenance equipment efficiently and safely.
- 3.2.34 Prioritise sites that are key for future community use using the site-specific actions and prioritisation.
- 3.2.35 **Recommendation 9:** Address the football pitch capacity issues at periods of peak demand by moving mini and youth football to the proposed new 3G AGP provision, while working with the leagues and clubs to establish a more flexible kick-off policy and allow teams to play throughout the day on Saturday's and Sunday's. See relevant scenario for detail of future need.
- 3.2.36 **Recommendation 10:** Address the widespread issue of poor ancillary and changing pavilion quality through the refurbishment and replacement of existing ancillary facilities. Prioritise sites that are key for future community use using the site-specific actions and prioritisation.

PPS Selected Actions

3.2.37 To support the recommendations, the PPS also provides a site specific action plan. The actions pertaining to the Brentwood Centre site (referred to as ‘The Arena’ in the PPS) are provided below.

Table 3.1: Recommended Action pertaining to the Brentwood Centre site (referred to as ‘The Arena’ in the PPS)

| Site | Sub-area | Action ID | Issue / opportunity | Key Action(s) | Partners | Resources | Time-scale | Priority |
|-----------|--------------|-----------|---|--|---|---|---|---|
| The Arena | A12 corridor | Foot-20 | <p>The site is home to two key football clubs in the area, Brentwood Town and Brentwood Town Youth, and it has been identified as unsecured for long-term future use.</p> <p>The first team pitch is of standard quality, however the remaining grass provision on site is poor and requires a more robust maintenance regime.</p> <p>The site has also been identified as a potential location for a full sized 3G pitch and the club have submitted planning permission, however uncertainty over security of tenure if preventing this project to progress</p> | <ol style="list-style-type: none"> 1. Work with Brentwood Town and Brentwood Town Youth to confirm a long-term community use agreement, that will provide the clubs with security of tenure 2. Improve the maintenance regime at the site, to increase the carrying capacity of all pitches 3. Pending the option above (action 1) being successful, work with the Football Foundation and support the club with their current plans for a new 3G AGP on site <p>(actions to be considered as part of the potential master plan for redevelopment of the site and in line with the wider Essex feasibility work for 3G pitches across the area)</p> | <p>BBC</p> <p>Brentwood Town and Youth</p> <p>Football Foundation</p> <p>Essex County FA</p> <p>Sport England</p> | <ol style="list-style-type: none"> 1. Officer time for community use agreement 2. FA funding for IOG maintenance review 3. Partner funding for a new 3G facility | <p>1.Short</p> <p>2.Short</p> <p>3.Long</p> | <p>1.High</p> <p>2.Medium</p> <p>3.High</p> |

3.2.38 Table 3.1 shows that the Brentwood Centre site is identified as a site for a potential 3G AGP plus there is a need for additional grass pitch capacity to be added to this site.

PPS Summary and implications for the Brentwood Centre site

3.2.39 The PPS identifies a clear need for both grass pitches and 3G AGPs to be added within the Borough and to the A12 Corridor in particular. The action plan and recommendations also identify a range of measures that could be mitigated at the Brentwood Centre site.

LOCAL FOOTBALL FACILITY PLAN, 2020

Introduction to Local Football Facility Plans

3.2.40 The Local Football Facility Plan (LFFP) for Brentwood was prepared with support from local partners, including:

- The FA
- Essex County FA
- Football Foundation
- Brentwood Borough Council
- Sport England
- Active Essex

3.2.41 The purpose of the a LFFP to enable investment in football facilities to be accurately targeted. The Football Association, the Premier League and Sport England (on behalf of Government) is the partnership that finances the National Football Facility Strategy (NFFS) and commissions the Football Foundation to deliver it. The purpose of this plan is to identify the priority projects for potential investment in Brentwood.

3.2.42 This LFFP, with guidance from local partners, has developed a list of high level projects for potential investment. Each is aligned to the investment priorities set out in the National Football Facilities Strategy, which include:

- 1,000 new 3G football turf pitches (AGPs): in a mix of sizes and settings, dependent upon local needs. All aimed at enhancing the quality of the playing experience;
- 20,000 improved natural-turf pitches: to help address drop-off due to a poor playing experience;
- 1,000 new changing pavilions / clubhouses: all linked to priority sites; and,
- Small-sided facilities: to grow the small-sided game for teams & leagues, recreational and informal play.

LFFP - Local Football

3.2.43 The key strengths of local football in Brentwood include youth male and mini soccer provision and it is recommended that this is sustained and also encouraged to grow further. However, gaps in provision do exist, these include disability, futsal and women's football.

3.2.44 It is therefore recommended that the future football development priorities for Brentwood are:

1. Provide an affiliated disability offer.
2. Identify a futsal hub to support with player development.
3. Develop youth female teams.
4. Provide a recreational offer for specific demographics.
5. Deliver a walking football offer.

3.2.45 The facilities required to assist this are now set out in the Assets and Opportunities section below.

3.2.46 Additionally, each priority project that progresses to a funding application via the Football Foundation will produce a detailed 'site development plan' specifying all football development activity, usage and key partner engagement.

LFFP – Assets, Opportunities and Priority Projects

3.2.47 This section reviews existing football facility assets in Brentwood. It identifies current issues and presents opportunities for improvements, including a list of priority projects for potential investment.

3.2.48 Local assets and opportunities have been reviewed inline with four investment priorities:

- 3G AGPs
- Improved grass pitches
- Changing room pavilions / clubhouses
- Small-sided facilities

3.2.49 To ensure a consistent and high quality approach, each local area has been reviewed applying a standard approach, supplemented by input from consultation with local partners and stakeholder organisations.

3.2.50 While each investment priority is reviewed individually, it is understood that they can be inter-reliant; account is, thus, taken of these potential connections.

3G AGPs

3.2.51 FA data states that there are currently two 3G AGPs in Brentwood; this is a shortfall of four pitches relative to assessed demand.

3.2.52 Existing 3G AGPs in Brentwood include:

- Shenfield High School
- St Martins School

3.2.53 Additionally, there are currently three small-sided 3G AGP centres in Brentwood:

- Brentwood Centre site (60x40)
- Blackmore Sports & Social Club (40x30)
- Long Ridings Primary School (40x30)

3.2.54 With the exception of Long Ridings Primary School, all of the pitches are available for community use. In the recent PPS Long Ridings Primary School reported no desire to make its 3G AGP facility available for public use.

3.2.55 Two of the pitches; Shenfield High School and St Martins School are on the FA Register for 3G AGPs (meaning they are quality checked and can be used for football match play). It is strongly recommend that any future pitches are on the register to enable more match play on 3G AGPs.

3.2.56 The geographical spread of existing facilities is uneven; the majority are located in the east of the local area. There are facilities / provision gaps in the central area of Brentwood despite high levels of population / high levels of deprivation in this area and it is recommended that these are addressed.

3.2.57 Local consultation reveals common issues with low availability on 3G AGPs in the area and it is recommended that this are addressed. Organisations such as the Brentwood Community Safety Partnership also reports there are high costs associated with accessing 3G AGP provision when delivering outreach programmes.

3.2.58 Three priority projects for potential 3G AGP investment have been identified, plus the need of a 3G AGP in the north of the Borough. Each site was selected by local partners based on a rationale of good access, high population, geographical spread, success and quality of existing facilities, high levels of deprivation and high levels of lower social economic groups.

- Brentwood Centre site
- King Georges Playing Fields
- Dunton Garden Village

- North of Brentwood

3.2.59 Two of the projects; Brentwood Centre site and King George's Playing Fields have potential to provide multiple 3G AGPs, creating football hub sites. This is a preference for both the local authority and Essex County FA. Therefore, these opportunities should be explored. The recent PPS did; however, only identify a need for two 3G AGPs in the A12 corridor. Therefore, additional supply at these two sites would need to be carefully considered to prevent oversupply. This being said, there is a need to take into account 3G AGPs in the area meeting recreational demand and demand from high levels of non-traditional football participation at the Brentwood Centre site.

Grass Pitches

3.2.60 Playing fields are one of the most important resources for sport in England. All football players should have the opportunity to play on good quality grass pitches. However, FA data shows that 63% of pitches in England are poor / low standard and 1 in 6 games are cancelled. As such, poor pitch quality is consistently cited as the number one issue for players.

3.2.61 The priority is, therefore, to sustainably improve grass pitch quality across all main pitch owners (local authorities, education establishments and clubs). However, the level of maintenance required to obtain good quality standards is regularly affected by restricted budgets and limited knowledge/ training. Compaction and grass coverage are two key causes of poor quality pitches. Both are commonly treated via a maintenance driven solution (and do not necessarily require costly drainage schemes).

3.2.62 Playing fields are also a valuable resources for informal play and open-access sites are encouraged but, for many, problems such as dog fouling and vandalism mean that they need to be protected with mitigation measures such as fencing.

3.2.63 In many local areas the key challenge is to create a sustainable approach to provide good quality football pitches for the long-term. Many local authorities (78%) intend to increase pitch hire fees in the future. However, many players (63%) believe facilities are already expensive and some (16%) believe prices are prohibitive. A sustainable solution should, therefore, carefully balance pitch quality and affordability.

3.2.64 PPS Data indicates that there are currently 11 grass pitch sites in Brentwood with three or more full-size pitch equivalents containing 43 grass pitches. Of these, none are considered to have good quality pitches, nine are of standard quality and two poor quality. Local consultation shows common issues with quality of grass provision and it is recommended that this is addressed.

3.2.65 Nine priority projects for potential investment have been identified. Each site has three or more full-size pitch equivalents of poor or standard quality. Pitch quality rating was evidenced by PPS data and qualified by local partners. Due to significant number of grass pitch sites in Brentwood local partners did not select all sites and prioritised only four, containing 15 full-size pitch equivalents.

3.2.66 Three sites; Larkins Playing Fields, Seymour Fields and Herongate Athletic FC, which only have two full-size pitch equivalents have also been identified for potential investment, as have two sites yet to be developed; Hutton Football Club (Chelmsford Road site) and Dunton Hill Garden Village.

3.2.67 The prioritisation for all priority projects was informed by local partners with the rationale of selecting sites in the poorest condition, that were most well utilised and based on strategic focus to improve Local Authority pitches.

1. Brentwood Centre site - Works to natural grass pitches and consider reconfiguration to all adult format.
2. King Georges Playing Fields - Works to natural grass pitches and consider reconfiguration to all mini and youth format.
3. Larkins Playing Fields - Works to natural grass pitches
4. Warley Playing Fields - Works to natural grass pitches

5. Hutton Football Club - Provision of natural grass pitches
6. Great Danes Youth Football Club - Works to natural grass pitches
7. Herongate Athletic FC - Club has recently had a Pitch Improvement Programme and requires support with funding equipment to address recommendations around maintenance
8. Dunton Hills Garden Village - Provision of natural grass pitches
9. Seymour Fields - Works to natural grass pitches

Other types of football facilities

3.2.68 In addition to recommendations regarding provision for 3G and natural turf pitches, the LFFP also makes recommendations around small sided / indoor provision and improvements to changing provision and changing rooms. The Brentwood Centre site is identified as being a high priority candidate for a new indoor football facility and for a full refurbished changing pavilion.

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LFFP - Summary of Recommendations

3.2.69 The LFFP makes recommendations across 4 facility elements of the sport; 3G AGPs; grass pitch improvement projects; small sided / indoor centres; and, changing pavilions. Across all 4 elements the Brentwood Centre site is identified as the first highest priority in all areas.

3.2.70 A summary of the recommended actions related to the Brentwood Centre site is detailed below.

Table 3.2: Summary of LFFP recommendations on the Brentwood Centre site

| Location | Facilities | Owner |
|---|--|---------------------------|
| Brentwood Centre site, Doddinghurst Road, CM15 9NN | New Indoor Football Facility (1) Natural grass pitch improvements (3) Refurbish Changing Pavilion (1) New 11v11 Floodlit 3G AGP (1) | Brentwood Borough Council |
| Deliverability | NFFS Outcome Score | Overall Score |
| High (3/4) | 4/4 (100%) | 92% (11/12) |
| Notes | | |
| Brentwood Centre site has small size 3G AGP on site (60x40), which is at capacity. The 3G AGP and indoor sports hall are heavily used by clubs and groups in the area. Brentwood Leisure Trust also run lots of activities and programmes from the centre. Potential for site to provide multiple 3G AGPs, which would accommodate affiliated, as well as recreational demand for a wide range of users. Potential for more adult match play to move to this site. Grass pitches, changing facilities and sports hall (potential Futsal) on site also need improvement to provide full, quality football hub offer. | | |
| Project Focus | | |
| Adult female; Adult male; BAME; Disability; IMD / lower social economic groups; Mini-soccer; Small-sided recreational; Small-sided teams and leagues; Youth female; Youth male | | |

3.2.71 It should be noted that the LFFP also identifies the Brentwood Centre site is potentially a site that could be developed into a 'Hub' site with multiple 3G pitches.

3.2.72 The LFFP also identifies the town of Brentwood as being undersupplied for 3G pitch provision.

SUMMARY OF DESK-BASED EVIDENCE REVIEW

3.2.73 The PPS and LFFP have several similar and complementary recommendations. These are summarised in Table 3.3 below

Table 3.3: Collated recommendations from the desk-based evidence review

| Site specific: Brentwood Centre site | |
|---|---|
| Natural Turf | 3G AGPs |
| <ul style="list-style-type: none"> Site is overplayed by 5 MES (PPS) Pitches are in need of improvement interventions (PPS & LFFP) | <ul style="list-style-type: none"> The site has been identified as a high priority for at least one full size 3G AGP (PPS & LFFP) The site has the potential to host two 3G AGPs and become a 'Hub' site (LFFP) |
| Geographic Area: Brentwood Town / A12 Corridor / Brentwood Borough | |
| Natural Turf | 3G AGPs |
| <ul style="list-style-type: none"> Natural turf pitches in Brentwood require significant pitch improvements (PPS & LFFP) There is a lack of peak time capacity in the A12 Corridor across pitch types, excluding mini 7v7 pitches (PPS). This will limit growth in youth 11v11, youth 9v9 and mini 5v5 teams (PPS). There is a significant deficit of secured supply across the A12 Corridor and Brentwood Borough (PPS) The future demand projected for both the A12 Corridor and Brentwood Borough indicates that pitches will be substantially overplayed when measured against current supply (PPS) | <ul style="list-style-type: none"> The Borough has a deficit of supply of 4x full sized 3G AGP pitches (PPS & LFFP) The A12 Corridor / Brentwood Town area is projected to be short of 2x full sized 3G pitches (PPS & LFFP) There is a need for a further 3G pitch in the north of the Borough (PPS & LFFP) |

3.2.74 Table 3.3 shows that there is broad agreement across both the PPS and LFFP that the Brentwood Centre site should be considered a key site for investment including a significant pitch improvement programme and investment in a minimum of one full-sized 3G AGPs.

3.2.75 The PPS study identified there is a need for two further 3G AGPs in the A12 Corridor / Brentwood town area. The LFFP also identifies the potential for the Brentwood Centre site to be used to host a two 3G AGPs and becoming a Hub site.

3.3 Stakeholder Consultation

3.3.1 To supplement the assessment of football facility needs related to Brentwood Centre site, the A12 Corridor and the Borough as a whole, the study has also approached key stakeholders from the local football community. A list of the key stakeholders with which consultations have been carried out is provided below.

Table 3.4: Organisations Consulted

| Organisation Name | Organisation Type | Organisation Name | Organisation Type |
|-----------------------------|-------------------|-------------------------------|----------------------------|
| Hutton FC | Club | Brentwood Football Alliance | League |
| Great Danes Youth FC | Club | Essex Olympian league | League |
| Hutton Girls | Club | Essex Soccability League | Disability Football League |
| Herongate FC | Club | Essex Walking Football League | League |
| Herongate Athletic Youth FC | Club | Essex FA | Regional Governing Body |
| Brentwood Youth AFC | Club | Football Foundation | National Governing Body |
| Brentwood Town FC | Club | Brentwood Borough Council | Local Authority |
| | | Brentwood Sunday Youth League | League |

3.3.2 As part of the consultation process, several key topic areas were covered in order to gauge the current demand for football facilities at the Brentwood Centre site from the community.

3.3.3 A summary of the consultation are provided in the table below.

Table 3.5: Consultation Summary

| Is there a sufficient supply of 3G AGPs in Brentwood to meet your organisation's current requirements? |
|---|
| <p>The consensus from all organisations consulted was that Brentwood would significantly benefit from additional 3G facilities.</p> <p>All clubs reported a need to gain access to further 3G AGP facilities. Currently teams are either travelling substantial distances to use appropriate facilities, are not training at preferred times or are using non-3G AGP surfaces to supplement their training needs.</p> <p>Consultation with mini soccer leagues in particular, indicated that there are no facilities in the Brentwood area that currently meet their needs to host festivals on 3G AGPs. This is because such festivals require multiple 3G AGPs in order to host this type of football offer.</p> <p>A further point gathered during the consultation is that clubs currently using the Brentwood Centre site's own small-sided 3G pitch do not find this to be adequate for their training needs. This is because the size of the facility limits the training activity and practices that club may wish to run.</p> <p>It was also noted that during times of poor weather, clubs and leagues have an increased need to access 3G AGPs during weekends to ensure fixtures are completed and to minimise backlog. At present accessing these pitches is very difficult.</p> |
| If 3G AGP facilities were to be developed at the Brentwood Centre site would your organisation be interested in using these and on what basis? |
| <p>On whole, consultees were positive about using 3G AGP facilities at the Brentwood Centre site. This was especially pertinent to clubs and leagues involved in younger age groups.</p> <p>It should be noted that several clubs in the Borough, with Brentwood Youth AFC (currently based out of Larkins Playing Fields, an open public space with 5 grass pitches) being a notable exception, that have a formal arrangement with existing facilities enabling them to get preferred times at these facilities. It is also notable that several clubs including Brentwood Town FC and Hutton FC are currently in the process of attempting to develop their own AGP facilities. If they were to be successful, this would impact the supply and demand analysis presented in the desk-based evidence review.</p> <p>Many clubs were positive about the need to use 3G AGP facilities at times of heavy rainfall to save their home facilities from being damaged. Others mentioned the need to 3G AGPs to be used to help mitigate pitch congestion at peak-times.</p> |

Is there a sufficient supply of natural turf pitches in Brentwood to meet your organisation's current requirements?

The Brentwood Sunday League reported that they currently have 10-12 teams that are made up of residents of Brentwood who would prefer to play at sites within the Borough who currently cannot due to a lack of pitch availability. Furthermore, some of the pitches that are used are simply not of sufficient quality. At present the league is having to turn teams away from joining the league as these teams cannot access an appropriate pitch regularly.

There was a strong consensus from the clubs also that there are current deficiencies in the level of supply of natural turf pitches.

This was reported to be the case at a number of clubs needing to use multiple venues to meet current demand. The lack of pitches is also reported to be curtailing the growth of teams for clubs as they struggle to find new space to host teams.

It was also reported that several large clubs had to have agreements with local leagues around managing fixture congestion at their home sites.

Several teams noted the lack of quality of pitches meant many matches had to be cancelled during times of heavy rainfall. This either leads to fixtures backing up and then overplaying them towards the end of the year, or the pitches being used before they are ready and damaged until the end of the season.

It should be noted that numerous clubs also expressed a desire to consolidate their use of pitches on one or two sites. This is because Brentwood is characterised by very large clubs, typically with substantial junior sections, are keen to retain their fixtures on a 'home' site as far as possible. Where not possible, they are keen to have fixtures taking place at as few-as-possible 'satellite' sites located as close as possible to their home site.

If 3G AGP facilities were to be added to the site do you think this should be a single full-sized AGP or a double AGP as aligned to the 'Hub' site model?

Most clubs could not provide an answer to this question directly but did state that the investment into the site should mean that there is sufficient capacity for football demand to grow into the future.

The Football Foundation reported that from a strategic standpoint, the 'Hub' site model would be the most cost effective way of addressing the strategically identified shortfall in 3G AGP provision in Brentwood.

Organisations running mini soccer 'festivals' were keen to emphasise the lack of appropriate facilities for type of football in Essex. The festivals are best organised on 'hub' sites.

It should be noted that Hutton FC and Brentwood Town FC have expressed a considerable interest in developing 3G pitches on their home sites (on the stadia pitch for Brentwood Town FC). Both acknowledged that if successful this would have an impact on their demand for 3G AGP facilities and therefore, might have a knock on impact on the need for a 'Hub' 3G AGP site.

Brentwood Town FC were clear that installing two 3G AGPs at the Brentwood Centre site, and neither of these being for the stadium pitch, would be not be a decision they would support.

If natural turf pitches were to be developed at the Brentwood Centre site would your organisation be interested in using these and on what basis?

The consensus from clubs was that there is would be appetite to use some grass pitches on the Brentwood site.

This would be especially appealing if these pitches were of higher quality but around the same price point of neighbouring pitches.

Brentwood Sunday Football League said that in principle, a 5 pitch site at the Brentwood Centre site would help them to address their exported demand issues and could potentially enable them to accept more teams into the leagues.

It should be noted that some clubs were reticent to commit to using additional grass pitches due to several of them having plans to develop their own sites and to keep demand as centralised as possible. This means that clubs did not indicate a strong desire to utilise grass pitches on a regular basis at this point but would use them substantially during times of significant pitch congestion.

One club that reported that it may have demand for grass pitches at the Brentwood Centre site was Brentwood Town FC who spoke about a desire to bring its academy (which is based at Shenfield High School) to use the site more as well as

establishing a pathway from younger age football through to seniors ages. This would require use of grass pitches at the Brentwood site but is also predicated on a plan in which Brentwood Town's stadia pitch is converted from grass to 3G.

How would you characterise your organisation's growth in demand over the next 3-5years

All clubs and football related organisation commented that they expect demand for the number of teams to grow substantially.

This would precipitate increased demand for both training slots on 3G AGPs, match play on grass pitches and match or festival play on 3G pitches to.

This is due to most pertinently to the growth in interest and demand amongst women and girls. Also the 'festival' model of mini soccer being played at 'Hub' sites also indicates that double-3G sites may be required to meet this trend.

Clubs and organisations agreed that a lack of facilities, their availability / capacity and, their quality could potentially lead to potential growth being stifled in the future.

Brentwood Sunday League highlighted that at present, they cannot growth as their clubs do not have access to adequate facilities.

How many changing rooms would your club require to be on site?

Clubs indicated that they have limited demand for changing rooms for mini and youth age groups. Demand for changing provision tends to be for the older age groups (U17s / U18s) and adult teams.

Brentwood Sunday League (an adult league) noted that all of their teams require changing rooms for home and away teams but also for officials. The option staggering kick-offs by around 30minites (e.g. 10:15am and 10:45am) for the purposes of reducing the number of changing rooms required at the site was positively received, but would require the consent of the league's constituent clubs.

What would you consider to be a fair price for accessing facilities

Clubs were shown a price break down for both 3G AGP and grass pitches and asked to comment as to whether they felt the price point corresponded to their expectations:

Grass pitches for match play at weekends: Mini 5v5 - £33 / Mini 7v7 - £33 / Youth 9v9 - £39 / 11v11 - £64

When given three options ('too cheap' / 'too expensive' / acceptable) – the majority of clubs felt the above prices were 'Acceptable'.

3G hire during weekdays (1hr): Quarter Pitch - £26 Half Pitch - £50 Full Pitch - £90

3G hire for match play at Weekends: Mini 5v5 (1hr quarter pitch) - £25 Mini 7v7 (1hr half pitch) - £35 Youth 9v9 (1.5hrs half pitch) - £50 11v11 (2hrs full pitch) - £100

Again, when clubs given three options ('too cheap' / 'too expensive' / acceptable) – the majority of clubs felt the above prices were 'Acceptable'.

It should be noted that the above should be considered in the context of accessing new, high quality facilities at the Brentwood Centre site and should be considered as such.

One club noted that, given the relatively affluent social profile of Brentwood, the cost of accessing facilities is likely to be less of a barrier to participation than limited access to facilities at appropriate times.

3.3.4 The findings of the consultations can be characterised as broadly supportive for the development of football facilities at the Brentwood Centre site.

3.3.5 There is strong consensus for a need for additional 3G AGP facilities and that clubs as well as other football organisations would use these facilities regularly. As to the number of 3G AGPs that should be on site, a 'Hub' model (2x 3G AGPs) was supported by the following stakeholders; those involved in the delivery of festival football; those without 'partnered' access to an AGP already; those with a strategic view of the need for further

3G AGPs; and, those looking to finance the investment in to 3G AGPs. The 'hub' model was generally less well received by clubs that already had access to an AGP already and those clubs looking to develop their own 3G facilities.

- 3.3.6 As for natural turf pitches, there is a strong sense of identity from large clubs which translates into a preference to develop 'home-site' facilities, facilities near their home sites or facilities that they have a history of using as satellite sites. This means that clubs were less enthusiastic about regularly using natural turf pitches at a central venue. However, most clubs did acknowledge that they can struggle to fulfil fixtures given the current pitch stock. Clubs also reported that they project substantial growth in football demand in Brentwood and the lack of appropriate pitch facilities could lead to a failure to realise the full potential of this demand in terms of formal participation in the sport. Consultation with Brentwood Sunday League was very supportive of new pitches with between 10-12 teams currently 'displaced' outside of the Borough and the league currently turning away new teams due to a lack of availability of sufficient quality pitches.
- 3.3.7 It should be noted that the club currently located on the site, Brentwood Town FC did report plans to substantially increase the number of teams at younger age groups and that if they should fail to secure a 3G pitch at the stadium site, they may need to fulfil these fixtures on alternative grass pitches, for which the Brentwood Centre site would be a preferred site.
- 3.3.8 Cost and pricing analysis of the consultation indicated that the existing price structure (as laid out in table 3.5) represents an acceptable cost for accessing facilities. It should be noted that one club felt that price would be less of a barrier in Brentwood than in other parts of the country.
- 3.3.9 The above summarises the consultations held with key clubs and football organisation relevant to the project. This insight will be fed into the options appraisal section of this report.

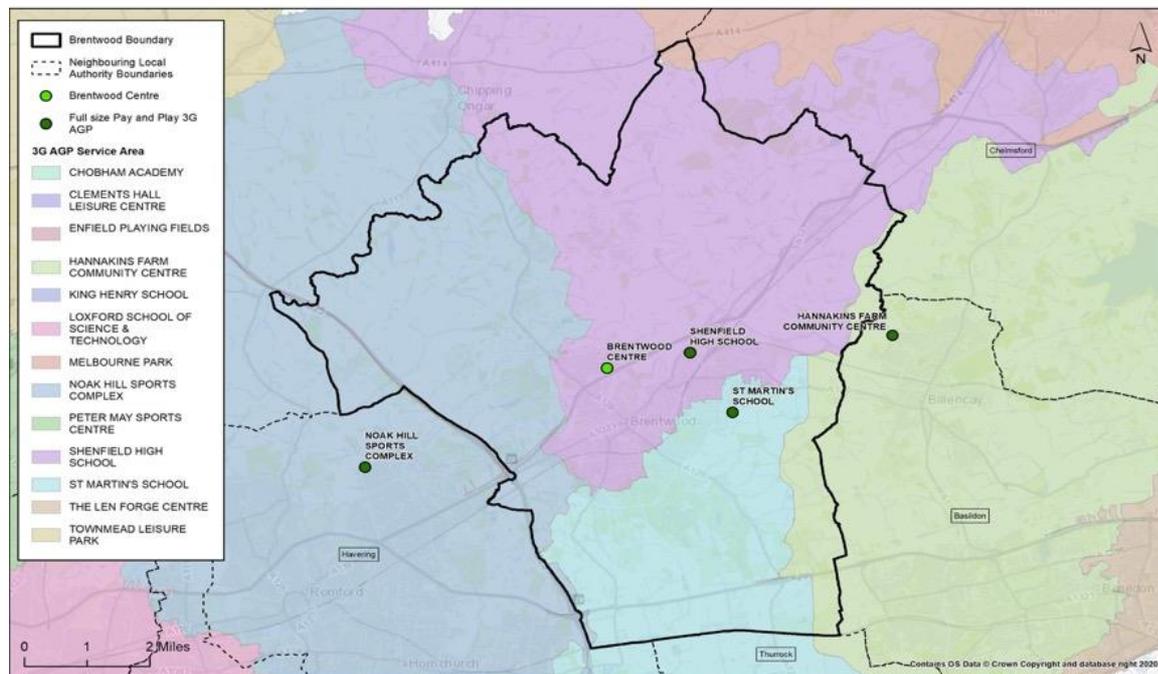
3.4 GIS Mapping Analysis

3.4.1 A final layer of analysis for the Brentwood Centre site was to model the current supply and demand of AGPs in Brentwood from a facility planning model perspective. This will help to inform the needs assessment of the requirement for adding 3G pitches at the Brentwood Centre site.

CURRENT POSITION – ACCESSIBILITY OF 3G AGP FACILITIES

3.4.2 Map 3.1 below shows the unique catchment for the full sized 3G AGPs in Brentwood and the competing catchments from full sized 3G AGPs in neighbouring authorities within a 20 minute drivetime catchment. The catchments highlight to the closest accessible facility for residents living within that catchment area.

Map 3.1: Unique Catchments of existing full-sized 3G AGPs



3.4.3 Map 3.1 shows that all residents in the Borough of Brentwood are within a 20minute drivetime of a full-sized 3G AGP facility.

3.4.4 The catchment analysis shows that the unique 20minute drivetime catchments for both the Shenfield High School and the St Martins School extend beyond the boundaries of the Borough to the north and south respectively. This indicates that there is likely to be some level of imported demand at these sites, with people travelling into the borough from its northern and southern boundaries to access the existing 3G pitch stock.

3.4.5 The map also demonstrates that there is likely to be some degree of exported demand in the west of the borough to facilities in Havering. There is also a small area in the east of the borough where there is likely to be exported demand into facilities based in Basildon.

IMPACT ANALYSIS - DRIVE-TIME CATCHMENT AND ACCESSIBILITY

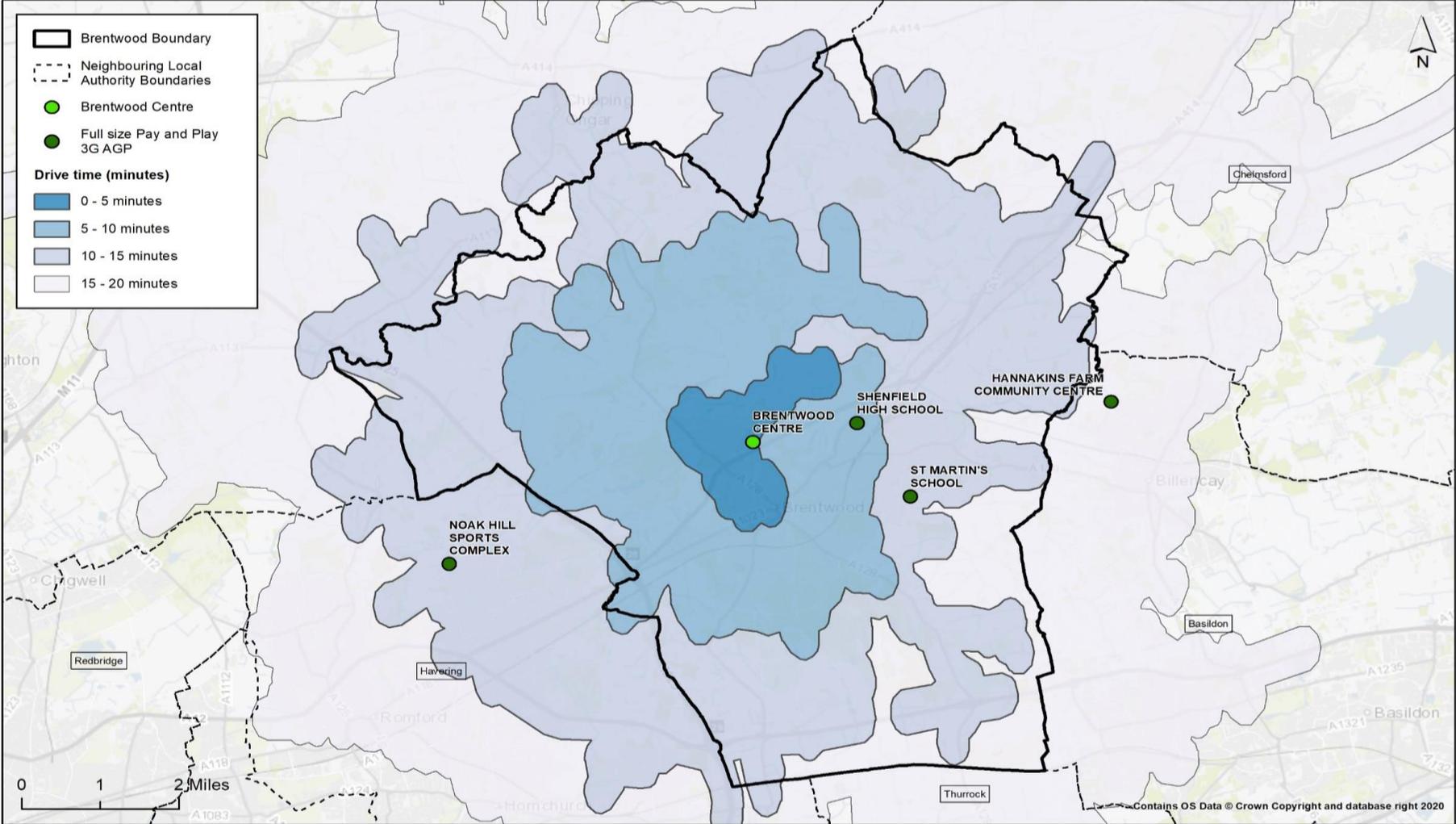
- 3.4.6 As identified in the previous section of this report there is a desire from the Football Foundation to meet the strategically identified shortfall in 3G AGP supply in Brentwood with a 'Hub' site model containing two 3G AGPs. According to the PPS strategy there is a current deficit of two 3G AGP's within the A12 Corridor sub area. The consultations affirm the assertion that this is reducing the ability of residents to utilise high-quality artificial grass facilities, which has been proved to be a popular and sustainable pitch type across the rest of the UK.
- 3.4.7 The study area currently has one full sized 3G AGP located at Shenfield High School and St Martin's School. These pitches are available for community use and used heavily through periods of peak demand (weekday evenings and weekends). The facilities are also floodlit and therefore can be used by the community at peak times throughout the winter.
- 3.4.8 In addition to the full-size pitch, there are 4 small sided 3G pitches. These are available for community and can therefore be used for training and junior match play.
- 3.4.9 As part of the PPS assessment and consultation process, a number of sites have been identified as potential locations for 3G AGP investment. This scenario tests the potential impact of adding two 3G AGPs to the Brentwood Centre site.
- 3.4.10 Map 3.2 below shows a potential catchment map, should 3G facilities be installed at Brentwood Centre site. The map illustrates that all residents of the borough would be within a 20minute drive time of the facility. No resident of the local authority falls outside of a 20-minute drive time. Furthermore, the Brentwood Centre site facility would meet the need of the fast-growing population, in the town of Brentwood, with most residents of the town being within a 10minute drive of the facility. Table 3.6 below shows the breakdown of the total 20minute drive-time catchment of the centre both now and in 2033.

Table 3.6: 20minute drivetime catchment of the Brentwood Centre site now and projected for 2033

| Drive time (minutes) | Population 2020 | Population 2033 | Percentage change |
|----------------------|-----------------|-----------------|-------------------|
| 0-5 | 21,687 (4%) | 25,559 (4%) | 18% |
| 5-10 | 61,652 (11%) | 68,114 (11%) | 10% |
| 10-15 | 110,711 (20%) | 138,691 (22%) | 25% |
| 15-20 | 348,846 (64%) | 398,795 (62%) | 14% |
| Total | 542,896 | 631,160 | 16% |

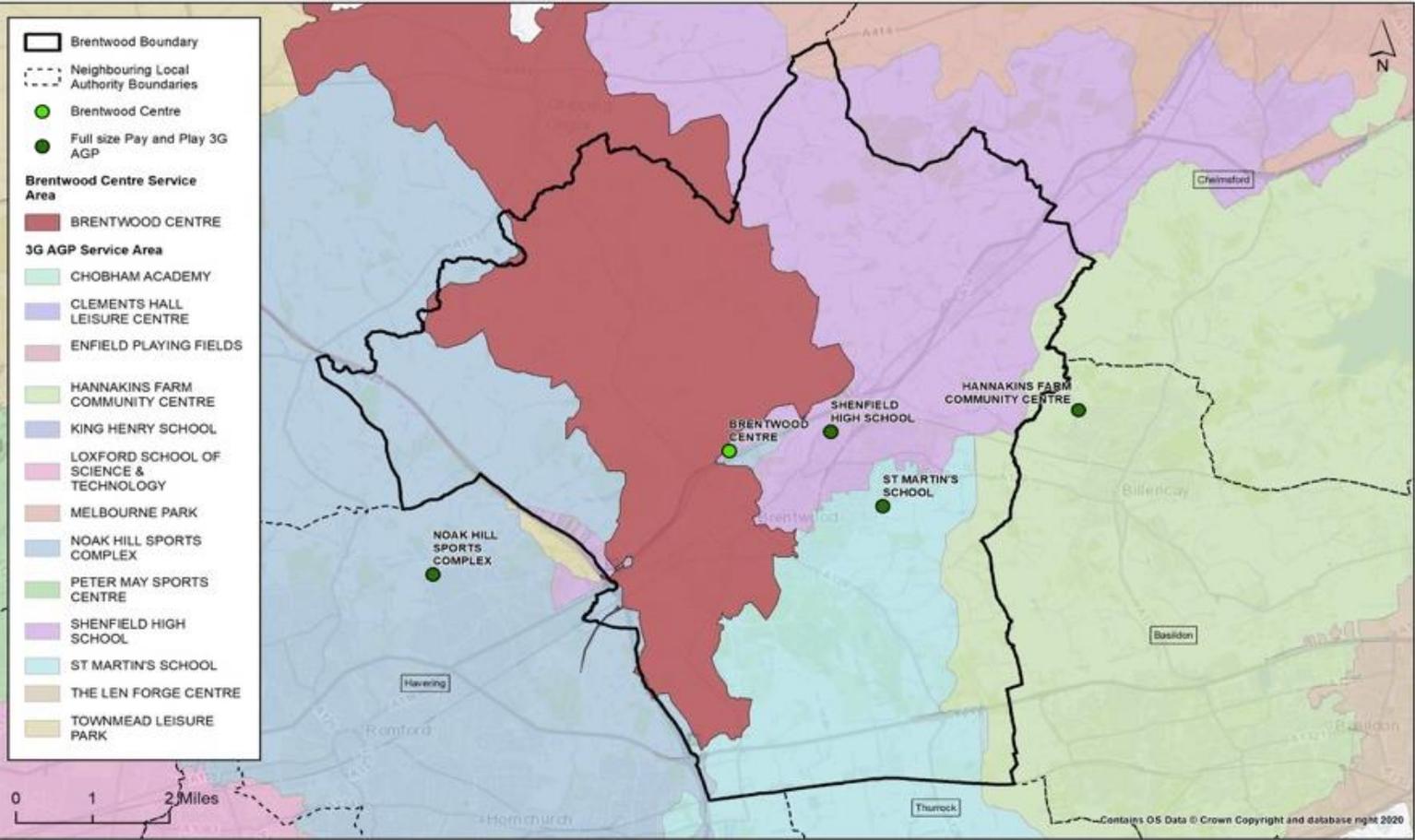
- 3.4.11 Table 3.6, above shows that the current total 20minute drivetime catchment of the facility is over 540,000 people, with 35%, or 194,050 within a 15minute drive of the site.
- 3.4.12 The table also shows that by 2033, the 20minute catchment of the site will have increased to over 631,000 people. Furthermore, the catchment will have grown slightly more 'local', with 37% of the catchment, 232,365 people, living within 15minutes drive by 2033.

Map 3.2: Total 20minute drive time accessibility of the Brentwood Centre site



3.4.13 Map 3.3, below shows the impact of adding 3G AGP facilities to the Brentwood Centre site to the unique catchments of 3G AGP facilities currently servicing the population of Brentwood. The map shows that residents in the west of the borough, plus those living to the north of the borough, would find the Brentwood Centre site their closest full sized 3G AGP facility.

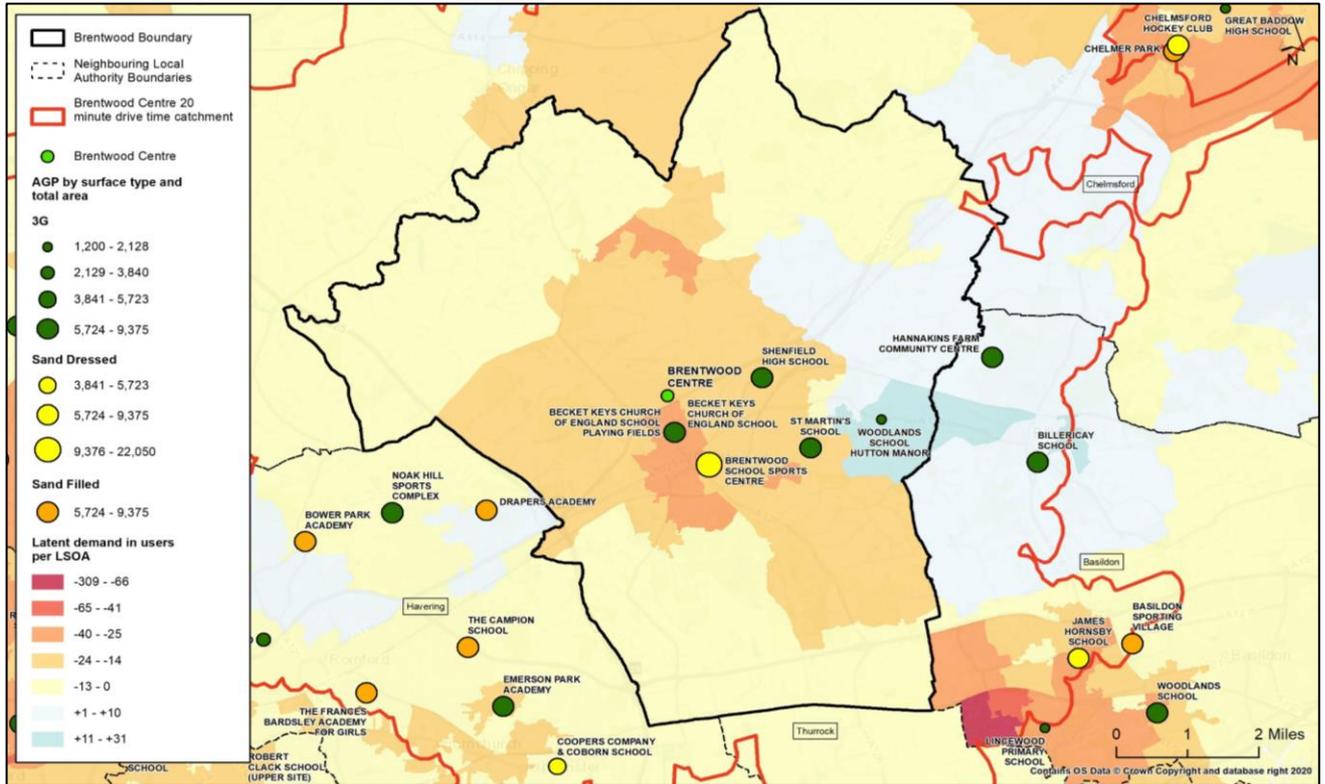
Map 3.3: Total 20minute drive time accessibility of the Brentwood Centre site



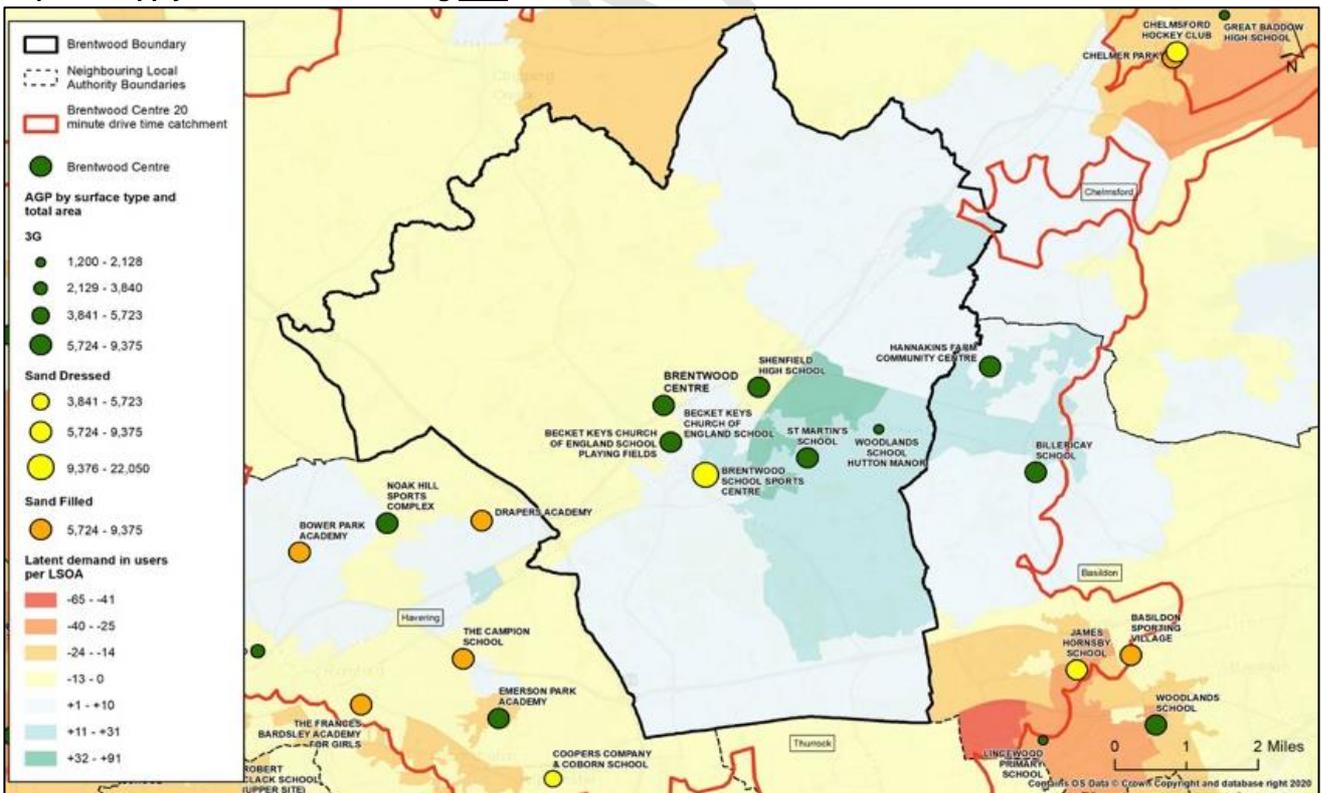
SUPPLY AND DEMAND MODELLING

- 3.4.14 Additional supply and demand modelling has also been undertaken to test the impact the proposed new AGP's at The Brentwood Centre site have to meet the deficit identified in the Borough. For the purposes of this analysis, the 'hub' model (two new 3G AGPs) have been chosen for further supply and demand modeling. This is due to the cost of constructing new AGP's and the need to address a significant shortfall within the Borough.
- 3.4.15 This modelling provides an objective assessment of the relationship between the likely demand for AGP's in an area and the available supply. The model takes into account the distribution of the local population, its demographic structure and participation trends, as well as the capacity, availability and quality of facilities, and their catchment areas. Using this data, the model is able to distribute demand from the study area to available facilities on the basis of catchment areas, linking people (demand) to facilities (supply) in terms of realistic travel patterns.
- 3.4.16 When all of the demand is allocated to those facilities within the travel times the model uses, it is possible to identify whether there is any 'unmet demand' i.e. demand which cannot be accommodated by existing facilities, and where this unmet demand is located geographically. This demand can be either within the catchment area of existing facilities (i.e. these facilities are estimated to be 'full to capacity' and therefore cannot accommodate all of the demand within their catchment) or outside the catchment area of existing facilities.
- 3.4.17 The projected demand for AGP use and frequency of visits has been calculated using DataHub intelligence from real world physical activity data coupled with Experian Mosaic lifestyle and demographic data, to accurately understand the demand and an individual's propensity to participate. This demand considers match play, training and informal use for football on artificial surfaces.
- 3.4.18 The supply of AGP's considers all 3G pitches that are available for use by the community (i.e. not private use) from Playing Pitch Strategy data and Sport England's Active Places Power providing the most comprehensive national picture of across the UK. All pitch sizes are included in the analysis. The access type, ownership type, management type, capacity and quality of each facility is all factored in to determine the distribution of demand based on a facilities catchment area, competing sites and travel patterns of the projected users.
- 3.4.19 The model has been run using the current supply of 3G AGP's and with the two new 3G full sized AGP's at Brentwood Centre site included in the supply.
- 3.4.20 Maps 3.4 and 3.5 shows the supply and demand modeling geographically with the current situation shown and the impact of adding two 3G AGPs to the Brentwood Centre site.

Map 3.4: Supply and Demand modeling without additional 3G AGP facilities at Brentwood Centre site



Map 3.5: Supply and Demand modeling with additional 3G AGP facilities at Brentwood Centre site



- 3.4.21 Maps 3.4 and 3.5 help to demonstrate the impact adding two 3G AGPs to the Brentwood Centre site would have on satisfying unmet demand in the Borough.
- 3.4.22 The maps indicate where the models are recording high levels of unmet demand through the darkness and 'redness' of the area. Simply put, the darker and 'redder' the area, the more unmet demand there is and therefore the more need for additional facilities there are. The lighter and 'greener' the area, the less need there is for additional 3G AGPs.
- 3.4.23 Map 3.4 shows that there are significant levels of unmet demand given the 'current position' in and around the town of Brentwood.
- 3.4.24 Map 3.5 shows that the installation of two 3G AGPs at the Brentwood Centre site would substantially help to satisfy 3G AGP demand in the town and throughout most of the borough of Brentwood. The map does show that there is still a small amount of unmet demand in the north west of the borough.
- 3.4.25 Based on the same modelling as used in the mapping above, table 3.7 shows the projected number of users of a 3G AGP facility at the Brentwood Centre site. For greater insight, the table has modelled the projected number of users to a single and a double 3G AGP facility.

Table 3.7: Visit Projections of 3G AGP facilities at Brentwood Centre

| Number of pitches | Projected demand (individuals actively using the facility over an average month) by drivetime catchment | | | | | Total projected users | Projected visits per week |
|---------------------|---|--------------|---------------|---------------|-------------|-----------------------|---------------------------|
| | 0-5 minutes | 5-10 minutes | 10-15 minutes | 15-20 minutes | >20 minutes | | |
| 1 full size 3G AGP | 337 | 490 | 116 | 12 | 1 | 957 | 1,111 |
| 2 full size 3G AGPs | 420 | 697 | 166 | 22 | 2 | 1,307 | 1,517 |

- 3.4.26 In terms of the potential long-term sustainability of these facilities, the supply and demand analysis identifies that the user and visit projections at each of the pitches is projected to be enough to operate a 'hub' facility (2x full sized 3G AGPs). Sport Englands Facility Planning Model considers a single 3G AGP to be operating 'at capacity' with 740 users per week (1,480 per week for a 'hub' site). The modelling above currently projects 1,307 unique users and 1,517 visits per week at the Brentwood Centre site, indicating that there is comfortably sufficient demand within the catchment area to sustain a high performing and sustainable facility.
- 3.4.27 The findings from this section of needs assessment analysis will be fed into the findings from the desk based evidence review and the stakeholder consultations to inform the options appraisal.

SOCIAL VALUE MODELLING

3.4.28 Using the insight generated by 4global's DataHub, it is possible not only to model the likely level of demand for a 3G AGP facility, but also the amount of 'social value' that will be generated from its use. Social value refers to the financial return on investment the use of a facility generates. The figure is broken down into four components:

- Improved health
- Improved 'subjective wellbeing'
- Increased educational attainment
- Reduced crime

3.4.29 The social value associated with each sport is different due to its profile and the profile of the participants and is affected by the projected frequency of use of a facility any one individual may generate. The projections underpinning the calculation of social value within the Social Value Calculator was developed in partnership with the University of Sheffield and Experian.

3.4.30 Figure 3.6 below shows the total social value projected to be generated by installing two 3G AGPs to the Brentwood Centre site. The figure shows that the total value of the facility is expected to be £561,991 per year. Over the 10-year life span of the facility, this equates to £5.61 million of benefits and savings in social value for the facility alone. For more information on social value and how this is calculated, please visit the following web address: <https://web.datahubclub.com/wp-content/uploads/2017/09/Physical-Activity-A-Social-Solution-2017.pdf>.

Table 3.8: Social Value Generation Projections based on a two 3G AGP site

| | | | |
|---|-------------------------|-----------------------------------|-----------------|
| Total Projected Social Value | | | £561,911 |
| Reduced Crime | | | £386 |
| Improved Subjective Wellbeing | | | £421,617 |
| Improved Health | | | £124,462 |
| CHD Stroke £24,196 | Breast Cancer £3,436 | Colon Cancer £1,796 | |
| Diabetes £5,746 | Dementia £52,882 | Good Health £36,407 | |
| Increased Educational Attainment | | | £15,447 |
| 11-18 Educational Attainment £60 | | Enhanced Human Capital £15,387 | |

4 Options Appraisal

4.1.1 This section of the report analyses the potential options for developing the site for football facilities.

4.1.2 The options have been developed with consideration to the analysis undertaken above in the needs assessment chapter. This includes reference to;

- desk-based strategic review
- stakeholder consultation
- GIS mapping analysis

4.2 Current Position - The Brentwood Centre site

4.2.1 According to the most recent strategic document available (the LFFP), the Brentwood Centre site is currently comprised of;

- one small size 3G AGP (60x40m);
- sports centre with indoor sports hall and changing facilities;
- one step 6 football stadia (currently struggling to meet compliance); and,
- there are also two full-size grass pitches.

4.2.2 It should be noted that the two non-stadia grass pitches are managed by the Council, the stadia grass pitch is managed by Brentwood Town FC and the 3G AGP is managed by Brentwood Leisure Trust.

4.2.3 The LFFP identifies that the current users of the site are Brentwood Town Youth FC and Brentwood Town FC. Brentwood Centre site heavily used by groups and organisations in the area. Including organisations delivering outreach programmes.

4.2.4 Maps 4.1 below show the current layout of the Brentwood Centre site from satellite imagery.

Map 4.1: The Brentwood Centre site – Site Layout (google maps)



4.2.5 From Map 4.1 it is possible to see that there is a substantial area of the site that is currently lying dormant from a sporting perspective with no dedicated sporting facilities attributed to the vast majority of the playing field space.

4.2.6 The map does indicate the location of;

- the main car parking space locating in the south;
- Brentwood Town FC stadium in the south; and,
- The Brentwood Centre site in the west of the site.

4.3 Key considerations for the site

- 4.3.1 In addition to the issues identified above there are a number of key future development considerations pertaining to the site, including;
- Widening the A12 road to the south of the site
 - Significantly expanding and redeveloping the Brentwood Centre complex
- 4.3.2 Both of the above issues carry significant consequences for the site and in particular the current Brentwood Town FC stadium. This is because in either case, it is likely that the space currently occupied by part or all of the stadium will be redesignated and the stadium will need to be resupplied elsewhere.
- 4.3.3 The timescales of each of these projects is currently unknown. The expansion of the Brentwood Centre site is an aspiration of BBC and has an approximate timetable for completion in c.2025. The widening of the A12 has appeared on Highways England plans for over 10years but there is limited expectation the project will be commenced imminently. Given the growing population of Brentwood and of Essex as a whole coupled with the route of the A12 linking Chelmsford to the M25 and east London, it should be considered likely that this project will occur at some point, however, there is no known timescale for the project at this time.
- 4.3.4 These issues will be referenced as part of the options presented in this chapter.
- 4.3.5 In addition to the future development considerations for the site there are a number of other considerations that have been factored into the options below. These include:
- the narrow access linking the 3G and playing field area of the site with the main entrance to the Brentwood Centre site and how this should be mitigated;
 - the prioritisation and future of how the existing small sided 3G AGP and beach volleyball court should be dealt with in the new site structure.
- 4.3.6 This issues will also be addressed in the options appraisal below.
- 4.3.7 A desk based audit of the site was undertaken to identify any major obstacles from pre-existing infrastructure. This study included reviews of the following:
- Geology / soil provide
 - Infiltration potential (for drainage / soak-away options)
 - Artificial / made ground or landfill
 - Historical maps
 - Unexploded Ordinance (UXO) risk
 - Coal mining risk
 - Utility providers (below ground and overhead)
 - Flood risk
 - Land and historic feature designations
- 4.3.8 The reported concluded that there are “No obvious constraints or abnormal ground conditions anticipated within area of proposed pitches”.
- 4.3.9 Further intrusive surveys are expected to be required in the future.

4.4 Scoping the Options

4.4.1 The needs assessment chapter above shows that there is a clear need to meet a deficit of supply for for both grass pitches and 3G AGP football facilities in Brentwood. However, there are a number of decisions that need to be made in order to produce a list of options for the site. The rationale for determining these decisions has been provided in Table 4.1 below.

Table 4.1: Key questions / decisions regarding the scoping of the options

| How many 3G AGPs should be delivered on the site? | |
|--|---|
| Decision | Rationale |
| 2x full-sized 3G AGPs | <ul style="list-style-type: none"> The PPS and LFFP clearly evidence a need for 2x full-sized 3G AGPs in the A12 Corridor / Brentwood town sub area The Football Foundation and Essex FA have stated a preference for a 'Hub' site to maximise the cost-efficiency of meeting the deficit of supply. The supply and demand modelling for the centre shows there is sufficient unmet demand to support two 3G AGPs on the site |
| Should the Brentwood Town FC Stadium pitch be converted to a 3G AGP? | |
| Decision | Rationale |
| No, not as part of meeting the short fall of 3G AGPs as identified in the needs assessment | <ul style="list-style-type: none"> The Football Foundation have stated that they do not prefer to meet the shortfall in community 3G AGPs by resurfacing natural turf stadia pitches. This is because the community often does not recognise these facilities as part of the community supply but instead of belonging to the football club on whose site it sits. Part of the need for a 'Hub' site is to better facilitate festival football being played on 3Gs. Having the pitches as part of a single unit is considered a better and more appealing way of meeting this demand. It is probable that within the lifetime of a 3G pitch being laid down at the stadium, the stadium may have to be repositioned. |
| Where should Brentwood Town FC move to should their site be required for other projects? | |
| Decision | Rationale |
| Brentwood Town FC should be retained on site if possible | <ul style="list-style-type: none"> It is not yet known if the Brentwood Town stadium will be required to move over the next 10 years. However, given that the Brentwood Centre site is the long term home of the club, the club should stay on site in a re-provided for stadium, should it be required. |
| How many grass pitches should be developed on the site? | |
| Decision | Rationale |
| A minimum of 5x 11v11 community natural turf pitches should be added to the site | <ul style="list-style-type: none"> The displaced and latent demand sections of the PPS report demonstrate a clear deficit of 6 matches per week of adult 11v11 demand that would be taking place in the A12 Corridor if adequate facilities were present and available. This is enough for each pitch to be used once per week based on this demand alone. This is reinforced by the consultation with the Brentwood Football League that identified 10-12 teams that would prefer to play in Brentwood but cannot due to an insufficient supply of adequate facilities. The ability for natural turf pitches to meet current demand is heavily dependent on 'unsecured' pitch supply. 47% of available supply is not secured for community use in the A12 Corridor. When only secured supply is factored into the supply youth 11v11 (-10.5), youth 9v9 (-2) and mini 5v5 (-22) have deficits of capacity against secured only supply. It should be noted that if adult and youth 11v11 secured supply vs. demand balances are considered together, there is a deficit of 4.5 MES per week across the entire Borough. Under the 'future projected demand vs. secured and available supply' analysis, when adult 11v11 and youth 11v11 pitch balances are combined, the entirety of Brentwood is projected to be operating at a deficit of -32.25 MES per week. Brentwood Town FC expressed a desire to increase their use of the playing pitches at the Brentwood Centre site as they develop the club for youth football and seek to bring their academy based at Shenfield High School onto the site more. |
| Should the existing 3G AGP and volleyball court be retained in the new site plan? | |
| Decision | Rationale |
| They should be retained if possible but should not be considered a strategic priority | <ul style="list-style-type: none"> These facilities do not represent a strategic priority for sport in Brentwood when compared to the requirements and investment of a football 'hub' site If it is possible for them to be retained, then they should be. However, if this is not possible then they should make way for the infrastructure required to deliver the football 'hub' site. |
| What should be the specification of the changing pavilion or car park be? | |
| Decision | Rationale |

| | |
|---|---|
| <p>8 team changing rooms have been modelled for the designs, this may need to be extended to 10 or may be rationalised to 6, depending on further work undertaken following this report</p> <p>The car park should be a minimum of 200 spaces</p> | <ul style="list-style-type: none"> • The Brentwood Sunday League, who would appear to be best placed to generate the highest amount of use of the grass pitches have stated that they would, in principle be prepared to stagger kick-offs by up to 30minutes (e.g. 10:15am and 10:45am) provided their members agreed. This could mean reducing the number of changing rooms down to a minimum of 6 (plus officials). If this motion were unsuccessful, it would mean 10 team changing rooms would be required. • To allow for some comfort factor here, 8 changing rooms have been modelled in the design of the centre, however, the precise number may need to be adjusted subject to further consideration. <ul style="list-style-type: none"> • The car park will need to be 200 spaces as a minimum to meet with Football Foundation requirements. |
|---|---|

4.4.2 Table 4.1 above summarises the answers and the rationale behind the key questions or issues needed to be addressed prior to the site options being being addressed.

4.5 Outline of Options with indicative costings

4.5.1 The options under consideration for the site will be laid out below.

4.5.2 It must be noted that for the stadium in particular, the costs should be considered as indicative and based on the experience of the report authors. The costing are based on a variety of assumptions around the design principles, sector benchmarks, cost guidance and key risks to the project.

DRAFT

OPTION 1 – BRENTWOOD STADIUM REMAINS IN PLACE – INGRESS AND EGRESS REMAINS THE SAME

4.5.3 Map 4.2 below lays out the proposed site plan for the Brentwood Centre site with the Brentwood Town Stadium remaining in place.

Map 4.2: Brentwood Centre site Plan with Brentwood Town FC Stadium remaining in place and existing ingress and egress remaining as the main site access



4.5.4 Map 4.2 shows that it is possible to add 5 full sized grass pitches plus two full sized AGP pitches on the existing footprint of the current grass playing field. It is also possible to add 175 parking spaces and a changing pavilion without removing the existing small-sided AGP.

4.5.5 It should be noted that the 5 grass pitches would not be significantly impacted by the future widening of the A12 or the extension of the Brentwood Centre site.

4.5.6 Table 4.2 below shows the projected budget for the construction and 5 years of income for this option. It should be noted that the figures contained in the table below are intended as indicative figures. More detailed financial modelling will need to be included in the business case for a new facility once more detailed utilisation and planning had been progressed.

Table 4.2: Summarised financial projections for Option 1

| Capital Expenditure | Low | High |
|---|-------------------|-------------------|
| Construction of 2 3G AGP's | £1,482,300 | £1,652,300 |
| Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 |
| Car Park (175 space) – Community Use | £350,000 | £437,500 |
| Total Capital Expenditure: | £3,223,550 | £3,679,800 |
| Projected Annual Income | Year 1 | Year 5 |
| AGPs | £67,558 | £76,037 |
| 5 grass pitches | £9,289 | £10,055 |
| Changing Pavilion | £25,000 | £29,000 |
| Total Projected Income | £101,847 | £115,092 |
| Projected Annual Expenditure* | Year 1 | Year 5 |
| AGPs | £32,700 | £42,913 |
| 5 grass pitches | £25,050 | £28,194 |
| Changing Pavilion | £12,500 | £13,531 |
| Projected Annual Expenditure* | £70,250 | £84,638.00 |
| Surplus / Deficit | Year 1 | Year 5 |
| AGPs | £34,858 | £33,124 |
| 5 grass pitches | -£15,761 | -£18,139 |
| Changing Pavilion | £12,500 | £15,469 |
| Total Projected Surplus Deficit | £31,597 | £30,454 |

*Includes maintenance costs and a sinking fund

- 4.5.7 Table 4.2 shows that for Option1 the capital expenditure is projected to be £3.2million and £3.7million. This is based on costings based on locally sensitive rates.
- 4.5.8 The table also shows the projections for the income / expenditure on standard assumptions regarding the cost utilisation and cost of hire and maintenance. It should be well noted that this modelling includes maintenance and a sinking fund for the replacement of the facilities once they reach the end of their life-span. The reason that expenditure is higher for year 5 when compared to year 1 is to account for the lower amount of maintenance work required in the first years of the site's operation.

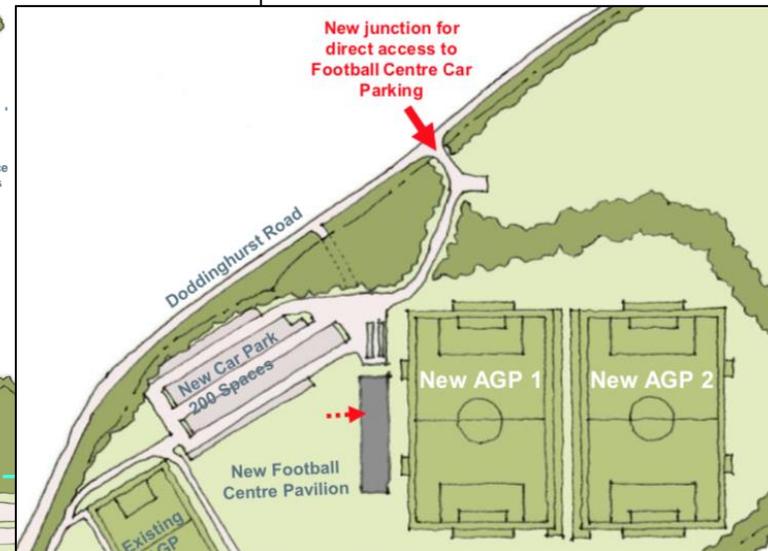
OPTION 2 – BRENTWOOD STADIUM REMAINS IN PLACE – NEW INGRESS AND EGRESS ADDED

4.5.9 Map 4.3 and 4.4 below lays out the proposed site plan for the Brentwood Centre site with a new ingress and egress being added to the site.

Map 4.3: Brentwood Centre site Site Plan with new ingress and egress for the site



Map 4.4: New ingress and egress for the site enlarged



4.5.10 Map 4.3 and 4.4 shows the new ingress and egress for the site of Doddighurst Road. This system allows for 25 additional spaces to be added to the site and avoids using the main ingress and egress point for the whole centre.

4.5.11 Table 4.3 below shows the projected budget for the construction and 5 years of income for this option

Table 4.3: Summarised financial projections for Option 2

| Capital Expenditure | Low | High |
|---|---|-------------------|
| Construction of 2 3G AGP's | £1,482,300 | £1,652,300 |
| Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 |
| New entrance way | Detailed costings from specialist transportation planner required | |
| Car Park (200 spaces) – Community Use | £400,000 | £500,000 |
| Total Capital Expenditure: | £3,273,550 | £3,742,300 |
| Projected Annual Income | Year 1 | Year 5 |
| AGPs | £67,558 | £76,037 |
| 5 grass pitches | £9,289 | £10,055 |
| Changing Pavilion | £25,000 | £29,000 |
| Total Projected Income | £101,847 | £115,092 |
| Projected Annual Expenditure* | Year 1 | Year 5 |
| AGPs | £32,700 | £42,913 |
| 5 grass pitches | £25,050 | £28,194 |
| Changing Pavilion | £12,500 | £13,531 |
| Projected Annual Expenditure* | £70,250 | £84,638.00 |
| Surplus / Deficit | Year 1 | Year 5 |
| AGPs | £34,858 | £33,124 |
| 5 grass pitches | -£15,761 | -£18,139 |
| Changing Pavilion | £12,500 | £15,469 |
| Total Projected Surplus Deficit | £31,597 | £30,454 |

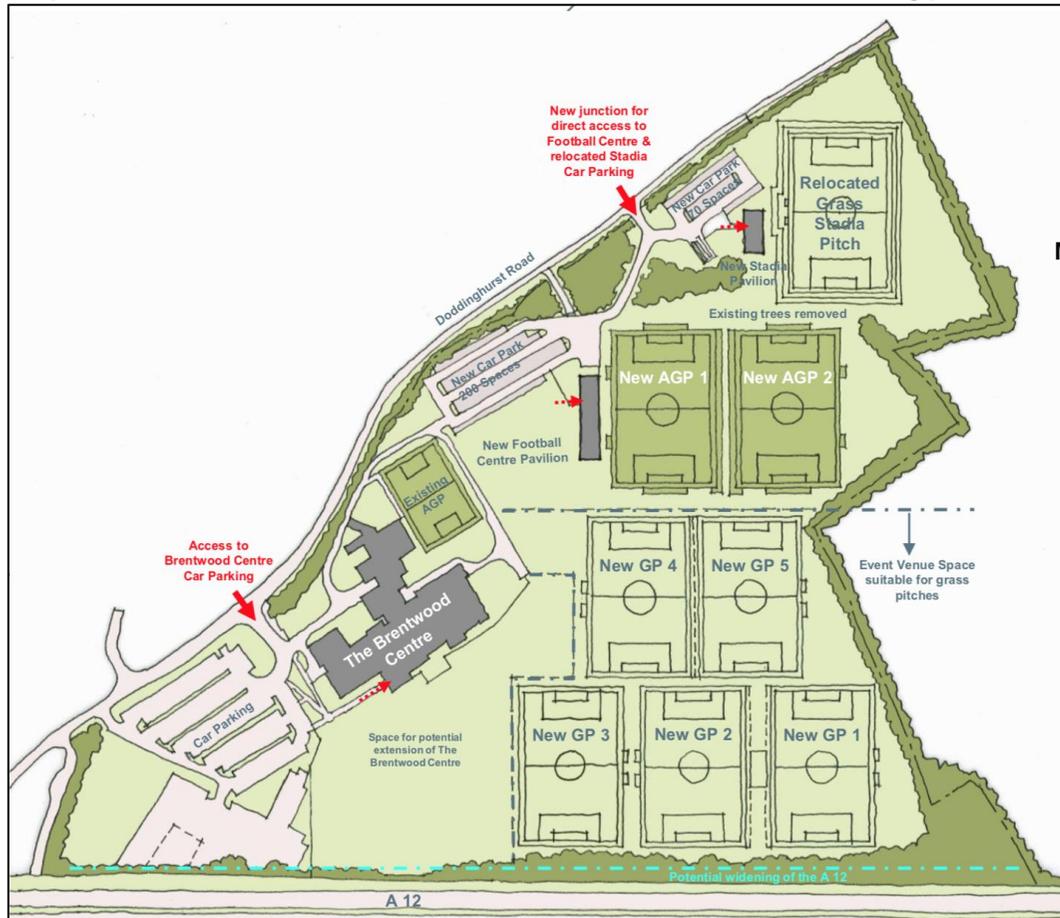
*Includes maintenance costs and a sinking fund

4.5.12 Table 4.3 shows an approximately similar build cost to option 1 but would have an additional cost associated with the planning and construction of the new junction. This cost is unknown as it requires specialist knowledge of the subject matter. The costs should therefore be considered as a baseline cost.

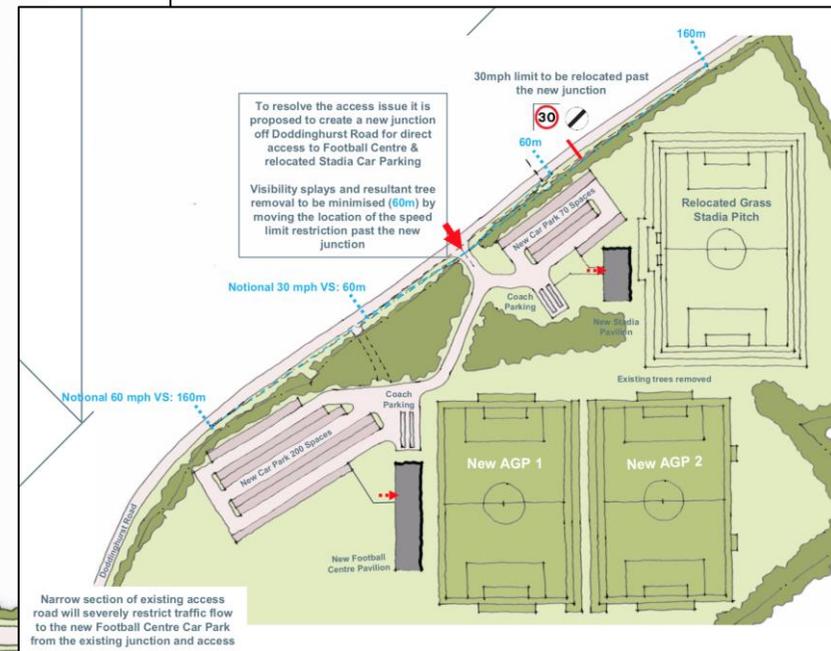
OPTION 3 – BRENTWOOD STADIUM MOVES TO ACCOMMODATE BRENTWOOD CENTRE SITE / A12 EXPANSION PLUS A NEW INGRESS / EGRESS

4.5.13 Map 4.5 and 4.6 below lays out the proposed site plan for the Brentwood Centre site with the Brentwood Town Stadium, including the associated ancillary facilities moving to the north of the site with a new ingress and egress added.

Map 4.5: Brentwood Centre Site Plan with Brentwood Town FC Stadium moving plus a new ingress / egress



Map 4.6: New ingress and egress for the site enlarged



4.5.14 Map 4.5 and 4.5 shows the new ingress and egress for the site of Doddighurst Road. This system allows for 25 additional spaces to be added to the site and avoids using the main entrance for the centre. Table 4.4 below shows the projected budget for the construction and 5 years of income for this option.

Table 4.4: Summarised financial projections for Option 3

| Capital Expenditure | Low estimate | High estimate |
|---|-----------------------------------|-------------------|
| Construction of 2 3G AGP's | £1,482,300 | £1,652,300 |
| Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 |
| Construction of Changing Room – Brentwood FC | £558,250 | £638,000 |
| Stadia construction – Brentwood FC | £684,022 | £750,000 |
| Car Park (200 space) – Community Use | £400,000 | £500,000 |
| Car Park (70 space) – Brentwood FC | £140,000 | £175,000 |
| New entrance way | Detailed costings from specialist | |
| Total | £4,655,823 | £5,305,300 |
| Projected Annual Income | Year 1 | Year 5 |
| AGPs | £67,558 | £76,037 |
| 5 grass pitches | £9,289 | £10,055 |
| Changing Pavilion | £25,000 | £29,000 |
| Total Projected Income | £101,847 | £115,092 |
| Projected Annual Expenditure* | Year 1 | Year 5 |
| AGPs | £32,700 | £42,913 |
| 5 grass pitches | £25,050 | £28,194 |
| Changing Pavilion | £12,500 | £13,531 |
| Projected Annual Expenditure* | £70,250 | £84,638.00 |
| Surplus / Deficit | Year 1 | Year 5 |
| AGPs | £34,858 | £33,124 |
| 5 grass pitches | -£15,761 | -£18,139 |
| Changing Pavilion | £12,500 | £15,469 |
| Total Projected Surplus Deficit | £31,597 | £30,454 |

*Includes maintenance costs and a sinking fund

4.5.15 Table 4.4 shows that the cost of constructing a new stadium in the northern part of the Brentwood Centre site would be between £1,382,273 and £1,563,000 including the additional car parking area. As with option 2, the cost of planning and constructing the new entrance way is not included.

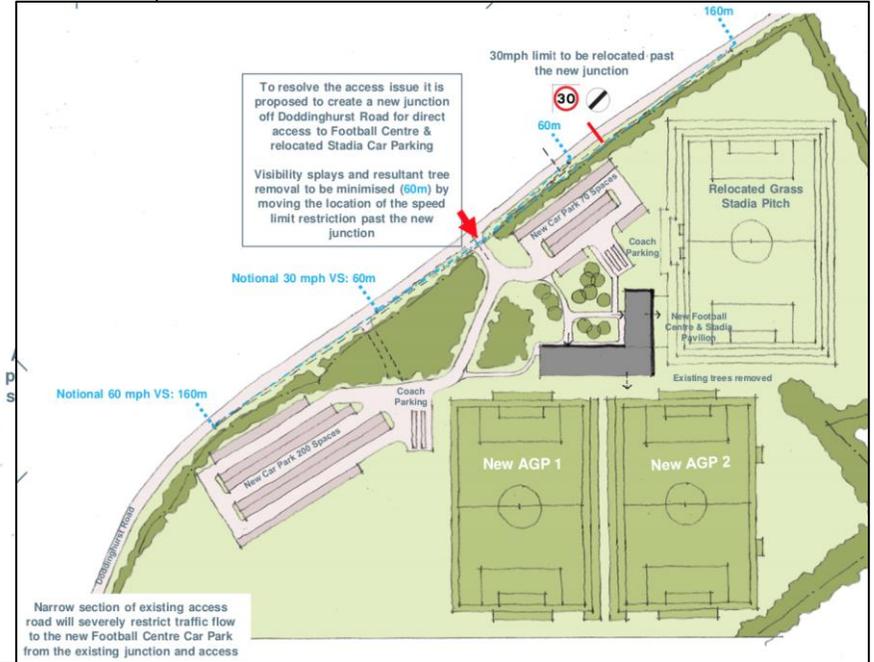
OPTION 4 – BRENTWOOD STADIUM MOVES TO ACCOMMODATE BRENTWOOD CENTRE SITE / A12 EXPANSION PLUS A NEW INGRESS / EGRESS AND AN 'L' SHAPED PAVILION.

4.5.16 Map 4.7 and 4.8 below lays out the proposed site plan for the Brentwood Centre site with the Brentwood Town Stadium moving to the north of the site with a new entrance added. This option also allows for Brentwood Town FC to be more integrated into the site by sharing and ancillary facility with the grassroots football facilities. This option has the added advantage of only having one building on greenbelt land as opposed to the two buildings issued in option 3.

Map 4.7: Brentwood Centre Site Plan with Brentwood Town FC Stadium moving plus a new ingress / egress



Map 4.8: New ingress and egress for the site enlarged plus the new 'L' shaped pavilion



4.5.17 Map 4.5 and 4.5 shows the new entrance for the site of Doddighurst Road. This system allows for 25 additional spaces to be added to the site and avoids using the main entrance point for the centre. Table 4.4 below shows the projected budget for the construction and 5 years of income for this option

Table 4.5: Summarised financial projections for Option 4

| Capital Expenditure | Low estimate | High estimate |
|---|-----------------------------------|-------------------|
| Construction of 2 3G AGP's | £1,482,300 | £1,652,300 |
| Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 |
| Construction of Changing Room – Brentwood FC | £558,250 | £638,000 |
| Stadia construction – Brentwood FC | £684,022 | £750,000 |
| Car Park (200 space) – Community Use | £400,000 | £500,000 |
| Car Park (70 space) – Brentwood FC | £140,000 | £175,000 |
| New entrance way | Detailed costings from specialist | |
| Total | £4,655,823 | £5,305,300 |
| Projected Annual Income | Year 1 | Year 5 |
| AGPs | £67,558 | £76,037 |
| 5 grass pitches | £9,289 | £10,055 |
| Changing Pavilion | £25,000 | £29,000 |
| Total Projected Income | £101,847 | £115,092 |
| Projected Annual Expenditure* | Year 1 | Year 5 |
| AGPs | £32,700 | £42,913 |
| 5 grass pitches | £25,050 | £28,194 |
| Changing Pavilion | £12,500 | £13,531 |
| Total Projected Expenditure* | £70,250 | £84,638.00 |
| Surplus / Deficit | Year 1 | Year 5 |
| AGPs | £34,858 | £33,124 |
| 5 grass pitches | -£15,761 | -£18,139 |
| Changing Pavilion | £12,500 | £15,469 |
| Total Projected Surplus Deficit | £31,597 | £30,454 |

*Includes maintenance costs and a sinking fund

4.5.18 Table 4.5 shows that the cost of constructing a single 'L' shaped pavilion would be expected to be similar to the construction of two separate facilities. This is because the single facility is expected to be a similar size to the two separate facilities combined. However, there may be some economies found by combining the ancillary facilities into one building, especially through the servicing the building with of utilises and laying the building's base.

4.6 Evaluating the Options

4.6.1 The financial summaries for each of the options presented above are the same as they each contain a similar facility profile. There is, however, a significant difference in the projection of the capital expenditure for each of the options. The difference between the options is presented below in table 4.6.

Table 4.6: Capital Costs Comparison for options

| Capital Expenditure | Option 1 | | Option 2 | | Option 3 & 4 | |
|---|-------------------|-------------------|-----------------------------------|-------------------|-----------------------------------|-------------------|
| | Low | High | Low | High | Low | High |
| Construction of 2 3G AGP's | £1,482,300 | £1,652,300 | £1,482,300 | £1,652,300 | £1,482,300 | £1,652,300 |
| Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 | £1,391,250 | £1,590,000 | £1,391,250 | £1,590,000 |
| Construction of Changing Room – Brentwood Town FC | - | - | - | - | £558,250 | £638,000 |
| Stadia construction | - | - | - | - | £684,022.50 | £750,000 |
| Car Park (200 space) – Community Use | £350,000* | £437,500* | £400,000 | £500,000 | £400,000 | £500,000 |
| Car Park (70 space) – Brentwood Stadium | - | - | - | - | £140,000 | £175,000 |
| New entrance way | - | - | Detailed costings from specialist | | Detailed costings from specialist | |
| Total | £2,873,550 | £3,242,300 | £3,273,550 | £3,742,300 | £4,655,823 | £5,305,300 |
| Stadium related costs removed | - | - | - | - | £3,273,550 | £3,742,300 |

*This option only includes 175 spaces

- 4.6.2 It must be noted that for the stadium in particular, the above costs should be considered as indicative and based on the experience of the report authors using sector benchmarks. The costing are based on a variety of assumptions around the design principles and key risks to the project.
- 4.6.3 Table 4.6 shows that, once the Brentwood Stadium move is discounted from the cost of implementing the options, there is not a substantial difference in the cost of each option. There is an opportunity to 'phase' the construction of options 3 and 4, with the grass roots football related elements being completed first and then the elements relating to Brentwood Stadium being completed at a later date, possibly aligned to the upgrading of the Brentwood Centre or the widening of the A12. Such a 'phased' approach would allow the costs of re-providing the stadium and the associated carparking and building costs to be accommodated as part of these projects.
- 4.6.4 It should be well noted that options 2,3 and 4 do not include costs for planning and constructing the entrance way for the site.

- 4.6.5 Eight assessment criteria were developed to ascertain the extent to which each of the options met the key requirements for the site.
- 4.6.6 These options were split into two categories; 'must have' and 'nice to have'. It was agreed that any option failing to meet the 'must have' considerations would not be considered to be taken forward as the preferred option for the site. The 'nice to have' criteria referred to elements of the site that the steering group agreed were important, but were not fundamental to the principle issues the project was trying to address.
- 4.6.7 These were then discussed at a steering group meeting for the project. The outcome of this exercise is presented in table 4.7 below.

Table 4.7: Assessment of meeting key considerations for the site

| OPTION | MUST HAVE | | | | | NICE TO HAVE | | | Final Score |
|--------|-----------------------|--------------------------|-----------------------------|------------------------------------|-----------------------------|----------------------------------|---------------------------------------|--|-------------|
| | Adequate 3G provision | Adequate grass provision | Adequate changing provision | Adequate car parking (200+ spaces) | Adequate access to the site | Mitigation for Brentwood Stadium | Minimised buildings on greenbelt land | Incorporation of Brentwood Town FC into the site | |
| 1 | Yes | Yes | Yes | No | No | No | No | No | 3/8 |
| 2 | Yes | Yes | Yes | Yes | Yes | No | No | No | 5/8 |
| 3 | Yes | Yes | Yes | Yes | Yes | Yes | No | No | 6/8 |
| 4 | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 8/8 |

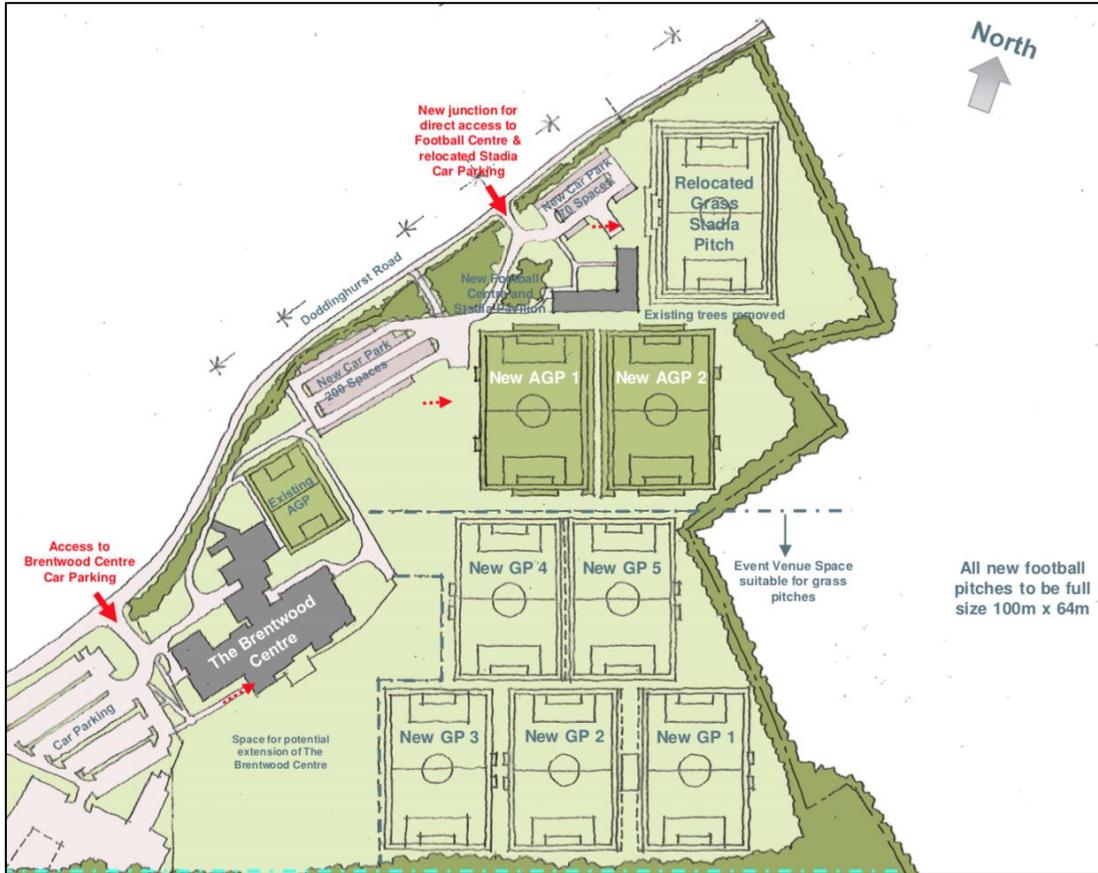
- 4.6.8 As can be seen in the table, only option 4 was considered to meet all of the assessment criteria.
- 4.6.9 The steering group agreed that the lack of adequate access offered by option 1 ruled this out of consideration.
- 4.6.10 As shown in table 4.6, the capital expenditure associated with options 2, 3 and 4 is similar. All three of these options require planning and construction of a new entrance way the cost of which is currently unknown.
- 4.6.11 Given the opportunity to cover the costs of developing the Brentwood Stadium relocation through other projects related to the site means that there is limited difference in cost between option 2, 3 and 4 also.
- 4.6.12 With the above considerations in mind, it was agreed that option 4 would be taken forward as the preferred option for the site.
- 4.6.13 Option 4 will now be presented in greater detail, below.

4.7 Preferred Option – A detailed view

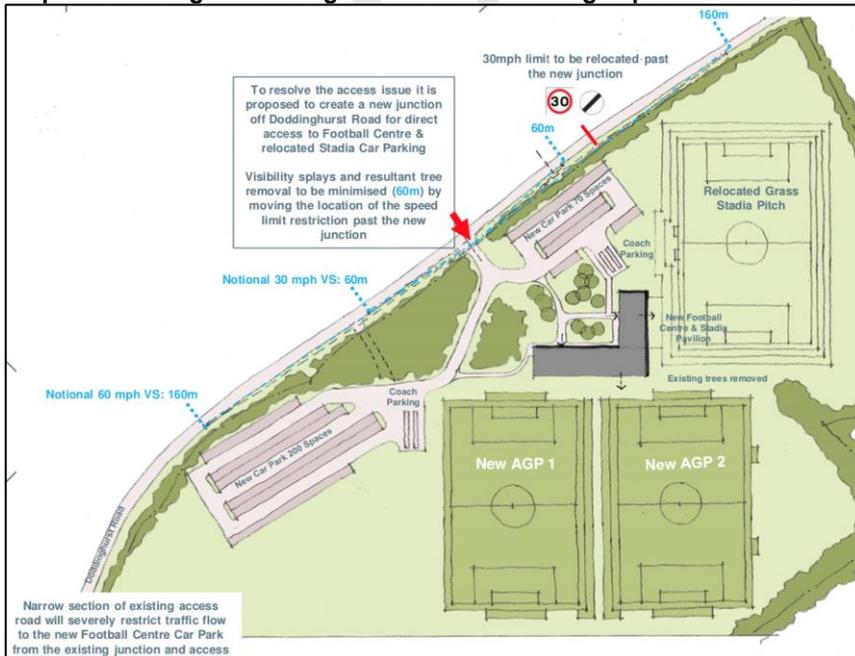
4.7.1 This section of the report focuses in more detail of the preferred option for the site as identified by the steering group from the four options presented.

PREFERRED OPTION - SITE LAYOUT

Map 4.9: Brentwood Centre Site Plan – Preferred Option



Map 4.9: New ingress and egress for the site enlarged plus the new 'L' shaped pavilion



PREFERRED OPTION – CHANGING PAVILION (INDICATIVE DESIGN)

- 4.7.2 Image 4.10 below, shows an indicative floorplan of changing pavilion. As discussed above in table 4.1, a total of 8 changing rooms has been modelled here to service the grass community pitches at peak times.
- 4.7.3 The floor plan also shows a club and social area which would look directly out over the western 3G AGP. The indicative design shows a single club room with the intention of giving a greater sense of Brentwood Town FC being more integrated into the football hub site.

Figure 4.10: Changing pavilion floor plan (both ‘community’ and stadium)



- 4.7.4 The pavilion has also been designed to allow for a ‘phased’ development, with the ‘community’ changing facilities being built first, followed by the facilities servicing the Brentwood stadium when this is possible or necessary.
- 4.7.5 With the ‘phased’ approach in mind, the following page provides images showing how a potential ‘phase one’ changing facility might look in profile. Note that the images overleaf do not show the designs for the part of the ancillary facility servicing the re-located Brentwood stadium.
- 4.7.6 All images are designed to a scale of 1:200

Figure 4.11: Phase One Changing Pavilion – Front / North side



Figure 4.12: Phase One Changing Pavilion – Back / South side



Figure 4.13: Phase One Changing Pavilion – Side / West side

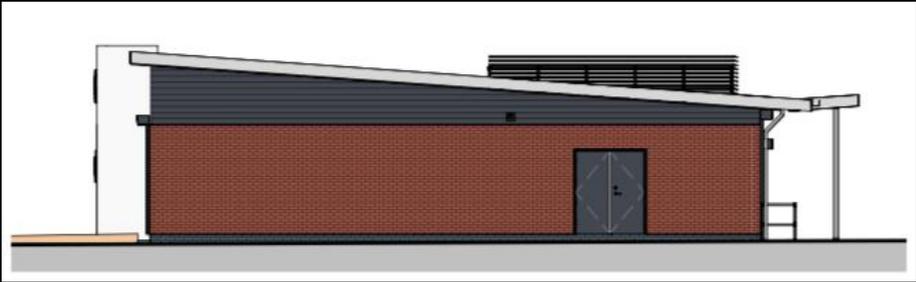
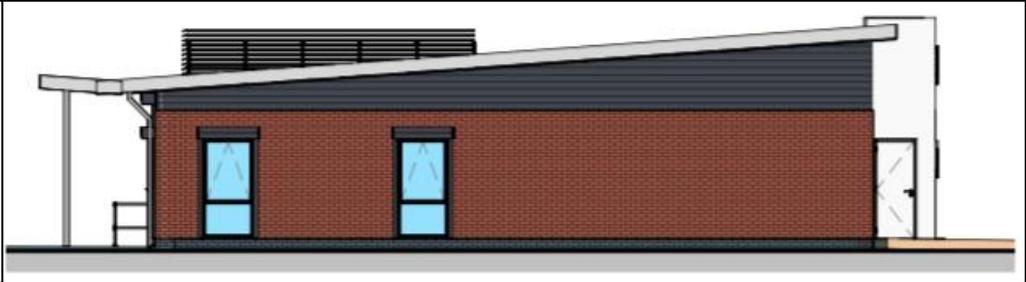


Figure 4.14: Phase One Changing Pavilion – Side / East side



PREFERRED OPTION – DETAILED CAPITAL COST ESTIMATION & POTENTIAL FUNDING SOURCES

- 4.7.7 Table 4.8 below summarises the capital costs (more detailed costs underpinning these have been provided to the BBC). Alongside this cost, the table also shows the amount of funding support that maybe available from the Football Foundation.
- 4.7.8 During consultation, the Football Foundation indicated that they believe this project to be of significant strategic value to the delivery of the organisation’s priorities in Essex. As such, the Football Foundation indicated that it would be prepared to commit a “seven figure sum” to the project, subject to a formal application to its facilities grant scheme. As such it has not possible to determine a precise figure as to how much the Football Foundation may be prepared to contribute toward the capital expenditure required for the project. However, by comparing similar projects that have been funded by the Football Foundation and taking a relatively conservative position, this study has estimated a total grant funding contribution of £1.3million toward the project cost. It should be noted that the Football Foundation’s latest strategy prioritises that 80% of investment should be made into the facilities on which football is played (either grass pitches or 3G AGPs), with a maximum of 20% remaining for ancillary facilities and other items (such as car parking). This priority has been reflected below.
- 4.7.9 Brentwood Borough Council (BBC) has identified £1.5million contribution toward the project. This is reflected in the table below. Given the estimated £2.8million of investment identified, this leaves an approximate £0.5million that would require to be identified from other fundings sources. It should be noted that this does not include the cost of planning and constructing the new entrance to the site. This element of the project requires a separate evaluation.

Table 4.8: Capital Expenditure cost estimation and potential funding contributions

| CAPITAL EXPENDITURE | | Cost Estimates | | | Potential Funding Sources | | |
|----------------------------------|---|-----------------------------------|-------------------|-------------------|---|-------------------|---------------------------------------|
| | | Low | High | Mid-point | Football Foundation | BBC | Shortfall / Other (based on Midpoint) |
| PHASE 1 | Construction of 2 3G AGP's | £1,482,300 | £1,652,300 | £1,567,300 | £1,120,000 | - | £447,300 |
| | Construction of Changing Room – Community Use | £1,391,250 | £1,590,000 | £1,490,625 | £280,000 | £1,150,000 | £60,625 |
| | Car Park (200 space) – Community Use | £400,000 | £500,000 | £450,000 | - | £450,000 | - |
| | New entrance way | Detailed costings from specialist | | | Detailed costings from specialist | | |
| PHASE 1 - TOTAL | | £3,273,550 | £3,742,300 | £3,507,925 | £1,300,000 | £1,500,000 | £507,925 |
| PHASE 2 | Construction of Changing Room – Brentwood FC | £558,250 | £638,000 | £598,125 | Cost to be accommodated as part of the projects that require Brentwood Stadium to be moved (either the widening of the A12 or the redesign of the Brentwood Centre, which-ever comes first) | | |
| | Stadia construction – Brentwood FC | £684,022.50 | £750,000 | £717,011 | | | |
| | Car Park (70 space) – Brentwood FC | £140,000 | £175,000 | £157,500 | | | |
| PHASE 2 - TOTAL | £1,382,273 | £1,563,000 | £1,472,636 | | | | |
| TOTAL CAPITAL EXPENDITURE | | £4,655,823 | £5,305,300 | £4,980,561 | | | |

- 4.7.10 Table 4.8 shows that to realise phase one of the project around £3.5million is required, plus the cost of planning and constructing the new entrance way. It should be noted that the social value contribution of the project over the next 10years is calculated to be £5.6million. This would mean, on a capital expenditure, there would be a return on investment of over £2million (in social value) within a decade of its construction.
- 4.7.11 The relocation of the Brentwood Stadium is expected to cost around £1.5million. This brings the total capital expenditure projected for the project to £5million. It should be noted that the need to plan for the relocation of the Brentwood Stadium is due to the use of the land on which it is currently located, either for a potential re-development of the Brentwood Centre or a widening of the A12. As these potential developments are in effect 'responsible' for the relocation of the stadium, it is therefore considered appropriate that which ever project takes place first comes first should accommodate these costs.

PREFERRED OPTION – REVENUE AND EXPENDITURE MODELLING

- 4.7.12 Along with captial expenditure, more detailed modelling of the revenue and expenditure projections for the AGP, grass pitches and changing pavilion elements have been considered below.

3G AGP

- 4.7.13 Table 4.9 below details the expected income and expenditure by category over the next 5years for the 3G AGPs. The table shows that the 3G AGP pitches would be expected, under typical utilisation and pricing to produce a operating surplus of around £30,000 per year.

Table 4.9: Revenue and expenditure projections for 3G AGPs

| Income Category | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|----------------|----------------|----------------|----------------|----------------|
| Winter Hire Income (30 weeks, 4 weeks lost to weather and Christmas) | £45,510 | £46,875 | £48,282 | £49,730 | £51,222 |
| Summer Hire Income (18 weeks) | £2,754 | £2,837 | £2,922 | £3,009 | £3,100 |
| Commercial Leagues | £5,400 | £5,562 | £5,729 | £5,901 | £6,078 |
| Match Income | £7,350 | £7,571 | £7,798 | £8,032 | £8,272 |
| Other / Ad-hoc e.g. One off coach education course | £6,544 | £6,740 | £6,943 | £7,151 | £7,365 |
| Total Income | £67,558 | £69,585 | £71,672 | £73,822 | £76,037 |
| Expenditure Category | | | | | |
| Annual maintenance contract | £0 | £2,790 | £2,874 | £2,960 | £3,049 |
| Equipment replacement | £0 | £1,500 | £1,545 | £1,591 | £1,639 |
| Pitch testing / inspection | £0 | £0 | £0 | £1,500 | £0 |
| Regular maintenance (weekly) | £4,950 | £5,099 | £5,251 | £5,409 | £5,571 |
| Sinking fund | £25,000 | £25,000 | £25,000 | £25,000 | £25,000 |
| Other | £0 | £0 | £0 | £0 | £0 |
| Rubber crumb top up | £0 | £3,000 | £3,000 | £3,000 | £3,000 |
| Floodlight lamp replacement | £0 | £0 | £0 | £0 | £0 |
| Floodlight maintenance | £0 | £1,200 | £1,236 | £1,273 | £1,311 |
| Floodlight utilities | £2,750 | £2,888 | £3,032 | £3,183 | £3,343 |
| Floodlight other | £0 | £0 | £0 | £0 | £0 |
| Total Expenditure | £32,700 | £41,476 | £41,938 | £43,917 | £42,913 |
| Income vs. Expenditure Balance | £34,858 | £28,109 | £29,734 | £29,905 | £33,124 |

Grass Pitches

4.7.14 Table 4.10 below details the expected income and expenditure by category over the next 5 years for grass pitches. The table shows that the grass pitches would be expected, under typical utilisation and pricing to produce a operating deficit of around £17,000 per year.

Table 4.10: Revenue and expenditure projections for Grass Pitches

| Income Category | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Pitch Hire | £9,000 | £9,000 | £9,000 | £9,000 | £9,000 |
| Pitch Hire other sports and uses | £289 | £475 | £664 | £857 | £1,055 |
| Revenue subsidy / budget contribution | £0 | £0 | £0 | £0 | £0 |
| Total Income | £9,289 | £9,475 | £9,664 | £9,857 | £10,055 |
| Expenditure Category | | | | | |
| Grass Cutting | £9,000 | £9,270 | £9,548 | £9,835 | £10,130 |
| Line marking | £6,300 | £6,489 | £6,684 | £6,884 | £7,091 |
| Silting | £250 | £258 | £265 | £273 | £281 |
| Application of fertiliser | £2,500 | £2,575 | £2,652 | £2,732 | £2,814 |
| Scarification | £500 | £515 | £530 | £546 | £563 |
| Vert draining | £1,250 | £1,288 | £1,326 | £1,366 | £1,407 |
| Application of selective weed killer | £500 | £515 | £530 | £546 | £563 |
| Top dressing | £3,750 | £3,863 | £3,978 | £4,098 | £4,221 |
| Overseeding | £1,000 | £1,030 | £1,061 | £1,093 | £1,126 |
| Total Expenditure | £25,050 | £25,802 | £26,576 | £27,373 | £28,194 |
| Total | -£15,761 | -£16,327 | -£16,912 | -£17,516 | -£18,139 |

Changing Pavilion

4.7.15 Table 4.11 below details the expected income and expenditure by category over the next 5 years for the changing pavilion. The table shows that the grass pitches would be expected, under typical utilisation and pricing to produce a operating surplus of around £12,500 per year. It should be noted that there may be an opportunity to increase this revenue through clubroom hires for functions, meetings or events.

Table 4.11: Revenue and expenditure projections for Changing Pavilion

| Income Category | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|----------------|----------------|----------------|----------------|----------------|
| Total Income (based on avg. spend of £1 per visitor) | £25,000 | £26,000 | £27,000 | £28,000 | £29,000 |
| Expenditure Category | | | | | |
| Maintenance & Repairs | £2,600 | £2,678 | £2,758 | £2,841 | £2,926 |
| Sinking Fund | £3,900 | £4,017 | £4,138 | £4,262 | £4,389 |
| Utilities | £5,000 | £5,000 | £5,000 | £5,000 | £5,000 |
| Other | £1,000 | £1,050 | £1,103 | £1,158 | £1,216 |
| Total Expenditure | £12,500 | £12,745 | £12,998 | £13,260 | £13,531 |
| Total | £12,500 | £13,255 | £14,002 | £14,740 | £15,469 |

Combined Income and Expenditure Projections for the site

4.7.16 Table 4.12 below details the expected income and expenditure by category over the next 5 years for the whole football hub. The table shows that the grass pitches would be expected, under typical utilisation and pricing to produce a operating surplus of around £27,000 per year.

Table 4.12: Revenue and expenditure projections for Changing Pavilion

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------|----------------|----------------|----------------|----------------|----------------|
| AGP | £34,858 | £28,109 | £29,734 | £29,905 | £33,124 |
| Grass | -£15,761 | -£16,327 | -£16,912 | -£17,516 | -£18,139 |
| Changing | £12,500 | £13,255 | £14,002 | £14,740 | £15,469 |
| Total | £31,597 | £25,037 | £26,824 | £27,129 | £30,454 |

PREFERRED OPTION – MANAGEMENT OF THE SITE

4.7.17 Following discussions with BBC and the steering group, it has been confirmed that options for the management of the site will be discussed at a later date and will not form part of this report.

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Section 5: Next Steps



5 Next Steps

- 5.1.1 Following the identification of the preferred option for the future of the Brentwood Centre site, there are a number of actions that need to be taken in order for the project to progress.
- 5.1.2 To expedite the implementation of the preferred option as effectively and efficiently as possible it is important that several streams of work are executed concurrently. In collaboration with Brentwood Borough Council (BBC) the report has identified four 'work streams' that need to be followed. These are:
- 'planning' – actions needed to progress the master plan for the site so that a planning application can be made with a reasonable chance of success;
 - 'financial' – actions needed to ensure more detailed financial modelling to deliver the preferred option are in place: and
 - 'consultation' – work required to further establish if there are any further developments or alterations required to the preferred option (as it is currently laid out).
 - 'management options' – in order to successfully bid to the Football Foundation for a grant, the name of the specific organisation who will manage the site needs to be agreed.
- 5.1.3 More specific actions and milestones from each of these work streams is detailed below in table 5.1.

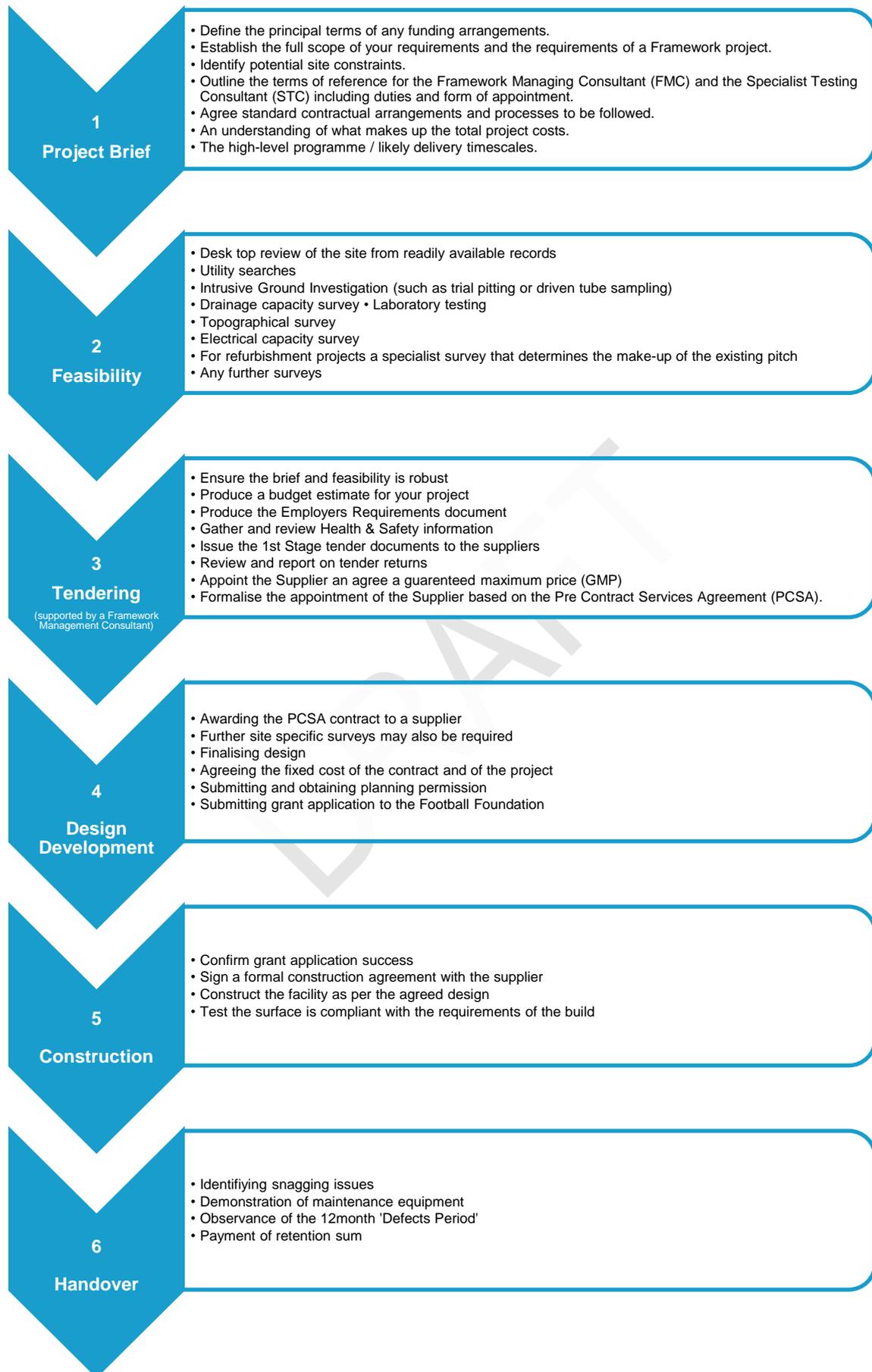
Table 5.1: Work streams for Brentwood Borough Council

| Phase | Planning | Financial | Consultation | Management Option |
|-------|---|--|--|---|
| 1 | Concept design for built facilities to be developed | Budget for the preferred option and identify other financial implications with the preferred option (entrance into site. etc.) | Community and Health Committee agree preferred options and next steps (10/03/2020) | Agree scope, soft market test procure and appoint a managing option for the site. |
| 2 | Pre App meeting to consider any constraints on the site and any relevant surveys to be undertaken | Apply to Football Foundation for contribution to the development | Consultation with Brentwood Leisure Trust and Brentwood Town Football Club on preferred options | |
| 3 | Further Pre-app(s) if required | Identify any shortfall of funding and identify any further external funding streams to reduce any funding gap | | |
| 4 | | Review financials for the business plan to ensure viability against any BBC borrowing and return on investment | Report to relevant committee regarding business plan and financial modelling on the preferred option | |
| 5 | Planning Committee to consider application | | Planning submission – 12 week consultation | |

- 5.1.4 In addition to the tasks identified above, BBC should be aware of the processes for applying to the Football Foundation for grant funding. A summary of this process is presented below in table 5.2. It should be well noted that this is an extrapolation of the process from the Football Foundation's guidance and materials but is not an officially endorsed diagram or summary.

The BBC should also note that the consultations carried out as part of this study did not produce a 'pitch-use plan'. Further consultation work with the clubs and other site users would be required to support an application to the Football Foundation for funding. There is a strong possibility that there will need to be invasive, technical surveying of the site to determine the full range of works required to develop the football facilities here and therefore draw-up a more accurate cost projection.

Table 5.2: Football Foundation Artificial Pitch Framework project stages



5.2 Final considerations

5.2.1 The preferred option, as outlined above would have an impact on various parties. This section seeks to identify these issues.

THE BRENTWOOD CENTRE

5.2.2 At present the Brentwood Centre is managed by the Brentwood Leisure Trust. As part of its contract, the trust manages the use of the small-sided 3G pitch already present on site. It is possible that the management of the small-sided 3G is taken over by whichever organisation is successful in bidding to manage the football facilities once they are constructed. Unless the Brentwood Leisure Trust are successful in winning the contract to manage the football facilities, it is likely they would lose the income currently received from the small-sided pitch.

5.2.3 A further impact on the Brentwood Centre would be that the use of the playing fields for festivals and other events may no longer be possible, or would need to be significantly restricted. This is because under the preferred option, the Brentwood Centre site's pitches would now become a significant site for community football in the Borough and any damage to the pitches created by events would have to be repaired to a very high level to avoid impacting the football activity for the site. Furthermore, it would not be appropriate to hold events on the playing fields during the football season, which is considered to run from late-August, through the winter to early-May. Again, it is expected that the reduction of ceasing of events on this space would have a negative impact on the income generated from the Centre.

5.2.4 It is suggested that as part of the next phase of activity regarding this project, the Brentwood Leisure Trust should be engaged to understand their position regarding the matters raised above.

BRENTWOOD TOWN FC

5.2.5 At present, Brentwood Town FC manages its own facilities including its own clubroom with a bar. The club derives income from these facilities. The current pavilion design has just one club room. Depending on the management option for the site, the income from this bar may not go to Brentwood Town FC. Therefore, Brentwood Town FC's income could be negatively impacted by the designs featured in the current iteration of the preferred option.

5.2.6 During the consultation with the club carried out as part of this study, the club made clear their desire for their main pitch to be a 3G surface. This is partly due to the reported lack of quality of their main pitch at the current stadium, and partly to help the club drive revenue by hiring the pitch to local clubs and users. Given the preferred option is to install two 3G AGPs separate to the Brentwood Town FC stadium, it is unlikely funding for a third 3G pitch at the Brentwood Centre site would be considered a high priority for the Football Foundation or for the BBC. As part of the current plan outlined in the preferred option report the re-location of the Brentwood Stadium would involve the laying of a brand new natural grass pitch for the stadium, at a cost of approximately £220,000. This provision is considered adequate in meeting the club's requirements to continue to play at its current level or higher levels should it be successful in gaining promotion. The cost of installing a 3G AGP at the stadium would be expected to be between £700,000 - £800,000. Therefore, if the club wished to install a 3G AGP as the main pitch for the stadium, a further £500,000 - £600,000 would be required for this to be realised.

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