

# **BROCKWELL PARK HISTORIC BUILDINGS**

## **FEASIBILITY STUDY OF FUTURE USE**

**Prepared for The London Borough of Lambeth**

**By Land Use Consultants in association with Ken Burlton Consultancy**

**19 April 2010**

**FIRST DRAFT**



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## APPENDICES

**Appendix 1 - Historic Houses in London Parks**  
**Appendix 2 – Indicative HLF Scheme**

# 1 INTRODUCTION AND CONTEXT

The purpose of this study is to examine options for the future of a group of historic buildings in Brockwell Park. The most significant of these is Brockwell Hall which stands in the centre of the park and was originally built as a private residence in 1813. It is now only partially used and is in need of some physical restoration to open it up to more extensive use and to secure its long term future. Other buildings included in the study are the Stable Block which adjoins the Hall and two small buildings - the Temple and Norwood Lodge - which are also part of the original estate.

The Council's brief for the study states that

“It is envisaged that this feasibility study would primarily focus on potential uses for the Hall and Stables, possible business models and potential income streams that would lead to a sustainable future. Secondary to this, the study would comment on any constraints to achieving a sustainable future imposed by location, conservation, structural issues, etc. The feasibility study is also expected to identify any possible uses for the Temple Building and Norwood Lodge, either in the context of contributing to the business model for the Hall and Stables or as separate entities.”

The emphasis of the study is very much on finding practical solutions to enable the buildings to be brought back into as full a use as possible and to maximise the opportunities they might offer to either generate income or to reduce the continuing cost of sustaining and conserving the buildings.

Land Use Consultants [LUC] has worked in liaison with Ken Burlton Consultancy [KBC] and Richard Griffiths Architects [RGA] to prepare the appraisal. KBC have focused on potential business solutions and RGA have worked mainly on identifying continuing conservation and future maintenance issues for the building as well as assessing works and adaptations which may be required to facilitate future changes of use. Initial estimates are that in order to update and secure a productive long term future for the buildings may require up to £4m of investment. In the absence of any major works programme, a sum in the region of £100k may still be required to sustain the fabric of the buildings over the next 10 years in addition to routine maintenance.

The Council has already identified that it has no specific need of the buildings for its own use. It is prepared, if necessary, to consider moving existing occupants of parts of the buildings – Council officers and the grounds maintenance contractor Veolia – in order to make way for alternative more productive uses. It has placed no specific restrictions on what the study can consider as potential uses.

The Council has no identified funds of its own to contribute towards any future programme of works and it is almost certain that any significant development plans for the buildings will only be realised through the attraction of external funding either via the Heritage/ Big Lottery Funds or via investment by an external end user.

No specific external end user has been identified by the study as potentially meeting the council's objectives. The process of assessment has revealed that for many potential developments, there is a complex matrix of conditions which would have to be met in order

to allow progress to be made. These conditions include compliance with listed building restrictions and planning guidance, providing accommodation elsewhere for displaced existing users, provision of car parking and creating access to the park, with associated lighting, in order to allow after dark usage. The combined cost of these provisions is a heavy burden for any incoming user to bear if the Council is to make no financial contribution of its own.

The Heritage Lottery fund is currently the most likely source of significant funding from an external source. Brockwell Park itself is already undergoing substantial restoration with the assistance of HLF/ Big Lottery funding. In making its application for this Phase 1 scheme for the park, the Council indicated that a further Phase 2 application would be made for the Hall and Stable Block. It is understood that HLF is already broadly supportive of such a second phase of works although funding will, of course, depend heavily on the scheme proposed. Application would be made to HLF Parks for People fund which is currently funding a high number of schemes with funding levels of up to 95%. However, the Council may have to act quickly if it decides to take the HLF route in order to capitalise on the present favourable funding climate.

If the Council is reliant on HLF funding to achieve its aims for the buildings, this in itself will impose constraints. A successful application will need to fully meet the conditions of HLF grant aid which require continuing substantial public access. HLF is likely to be unenthusiastic about what it might consider to be unsuitable uses of the building or a predominance of explicitly commercial uses. A successful application would require strong community support and need to provide demonstrable community benefit.

Although it is not a central part of the study, consideration is given to possible low level solutions for the buildings in the absence of any external funding. Some of these may require a small level of investment from the Council but it is understood that the only circumstances in which this is likely to be secured is where a compelling business case can be made delivering a risk free and short term return on any investment.

Options for the Hall and associated buildings were previously prepared in 2006. Although the 2006 outline conservation plan still remains valid, the Management and Operational Plan was constructed in the context of a much more liberal financial regime and its conclusions would not fully meet the requirements of the Council's current brief.

Although this study identifies a number of possible uses for the buildings, the reality is that their future will be determined less by aspiration than by the many practical considerations that need to be taken into account in order to move towards a long term solution. Primary among these is that the source of funding will be the main influencing factor over any eventually successful scheme. In the absence of Council funding, both HLF funding and external end user funding will bring their own conditions and priorities which will determine how the buildings will be used. To deliver its own stated aims, the Council may have to accept the need to some extent to comply with someone else's agenda.

Another major influencing factor with which the Council will have to come to terms is the knock on effects for the rest of the park of introducing significant change to the use of the Hall and Stable Block. These may include moving the grounds maintenance depot elsewhere, relocating Council staff who currently occupy the Hall, opening the park after dark, increasing vehicle access to the Hall and allowing some car parking at the Hall.



Finding the optimum solution is, therefore, not a simple process. Council aspiration, funding source, changes to park management and other contingent works may all have to come together in a unified package in order to create a context in which an acceptable solution can be found.



## **2 THE BUILDINGS**

### **2.1 A BRIEF HISTORY**

All of the buildings which form part of the study were built in the period 1811-1813 when the park was the private estate of John Blades, a wealthy London glass maker. The current perimeter of the park is similar to the boundaries of the estate as it then was so the buildings have retained much of their original landscape setting.

The Hall and estate continued as a private residence until 1888 when they were purchased by London County Council and in June 1892 opened as a public park. Unlike many similar park mansion houses, the Hall and stables have been remarkably unaffected by their change to public use. Other than the intrusion of some modern storage buildings into the stable yard, the Hall and stables assemblage is unusually still intact. Likewise, although parts of the Temple are now used as public toilets, the Temple and Norwood Lodge retain essentially the same layout as when they were originally built.

### **2.2 LAYOUT AND USAGE**

Complete plans of the buildings showing the current layout and usage are shown in figures 1 and 2. The following analysis sets out floor by floor the rooms available for use, their respective sizes and any other information relevant to future use. Reference numbers for individual rooms are to the numbering on the plans in figures 1 and 2.

#### **2.2.1 BROCKWELL HALL**

The building is laid out over three floors – basement, ground and first – and is also effectively split into the main hall to the east and the service wing to the west. The main entrance to the Hall is up steps to the north leading directly into a substantial reception area with all the main ground floor rooms leading off this. There is a second entrance to the main hall through double glazed doors in room G.03 to the south leading directly out into the park. The service wing has its own small entry door to the north which leads into a short corridor off which are all its various ground floor rooms.

Access from the main hall to the service wing is through connecting doors and corridors at all levels. However, the connection at first floor level is quite complex with a door from I.05 leading into a small connecting room currently used for the computer server. Steps from this lead down to a door which opens on to the service wing first floor corridor. This may need to be modified to allow ease of access from the main hall to the service wing staircase and its use as a means of fire escape.

Access between floors is via two staircases which run from the basement up to the first floor. The main staircase runs from B.06 up to I.03. A service wing staircase runs from B.14 up to I.08.

## **BASEMENT**

The basement runs along the whole structure of the house and there is no distinction at this level between the main hall and the service wing although the three end rooms of the service wing are currently walled off from the rest of the basement. The area is a series of brick walled, partially enclosed spaces with no doors separating one space from another. Routes between different parts of the basement are sometimes complex and access to many rooms is only through one or two others. The overriding characteristics of the basement are the number of rooms / spaces which it contains [12] and their small size. The largest [B.01] is 37.9 sqm and the smallest [B.07] 3.9 sqm.

The total net floor area is 208.12 sqm/ 2240 sq ft

There are three other factors which may influence future use of the basement:-

- The walls are currently in exposed brick and the floors are uncovered and uneven. Lighting and heating are basic. For any sophisticated use, the quality of finish and fittings throughout will need to be considerably enhanced. Ceilings are comparatively low and are used extensively to carry exposed pipes and cables which would need to be enclosed in some way if the basement were opened up to public usage.
- The basement is almost entirely below ground level. Although there are windows leading into the basement, particularly on the south side, they are only partly exposed to exterior light and the basement will rely almost entirely on artificial light.
- On the plus side, the basement does have the benefit of a separate external entrance via a small flight of steps leading into B.01.

## **Current Use**

The basement is used entirely for ad hoc storage much of which relates to the cafe above. Apart from some need for cafe storage which could be considerably rationalised, there is no need for the continued use of the basement for current storage, much of which does not relate directly to activities within the Hall. However, if the basement is required for more sophisticated storage for new Hall uses it will require improvement to enhance cleanliness and health and safety.

## **GROUND FLOOR**

### **Main Hall**

The main entrance to the Hall faces north and is reached via a small flight of steps leading to a portico and double doors which open into a spacious reception area [G.04; 24.7 sqm]. All ground floor rooms lead directly off the reception area.

To the left are two rooms – G.02 [16.01 sqm] to the front and G.01 [38.6 sqm] to the rear. These are joined by original wooden sliding doors which allow the two rooms to be opened up to each other.

Straight ahead from reception is G.03 [28.4 sqm] which has three large windows and glazed double doors opening out to the south of the house. It also has interconnecting doors to rooms on either side – G.01 and G.05.

To the right is G.05 [37.8 sqm] which is known as the Picture Room and has one of the main heritage features of the house – a series of large paintings of country scenes by Henry Strachey which were painted in specifically to hang in this room when the Hall became part of the public park at the end of the 19<sup>th</sup> C.

The total floor net floor area of this section of the house is 145.8 sqm/ 1,569 sq ft.

Through unglazed double doors to the right of the entrance is a corridor to the service wing which also provides access to the large staircase which leads to the first floor of the main hall.

### **Current Use**

Apart from G.05 [The Picture Room], the ground floor is entirely taken up by the cafe with the kitchen located in G.02, the servery in G.01 and main seating in G.03. The cafe operator's lease includes the reception area [G.04] although this has no active use other than a pick up point for condiments and utensils.

G.05 has a boardroom set up of table and chairs and is used, mainly by the Council, for occasional meetings.

### **Service Wing**

The service wing can be accessed either via the main entrance and the corridor from the main hall or via its own separate external ground floor entrance leading into G.07. There are six rooms on the ground floor ranging from 18.7 sqm [G.14] to 2.6 sqm [G.09]. Four of the rooms are 10sqm or larger.

The total floor net floor area of this section of the house is 86.2 sqm/ 928 sq ft.

### **Current Use**

This area of the house is entirely used by Council staff for offices [Park Manager/ Park Development and Education Officer], toilets and storage.

## **FIRST FLOOR**

### **Main Hall**

The layout of the first floor is different to the ground floor and comprises three medium sized rooms [1.02/ 20 sqm; 1.04/ 17 sqm; 1.05/ 25.3 sqm] and the largest room in the house [1.01/ 54.9 sqm] which runs along the whole of the east side. The rooms all have good natural light and excellent views of the park and beyond.

1.01, 1.02 and 1.05 are linked by interconnecting doors.

The total floor net floor area of this section of the house is 122.2 sqm/ 1,315 sq ft.

### **Current Use**

1.04 is set up with table and chairs and used as a small meeting room. The other three rooms are largely empty apart from ad hoc storage. They are used occasionally by groups such as the Friends of Brockwell Park [FOBP] for activities but they remain generally unused.

### **Service Wing**

The first floor room configuration is almost exactly the same as the ground floor [6 rooms ranging from 19 sqm [1.10] to 2.6 sqm [1.09] with 4 rooms of 10sqm or larger.

The total net floor area of this section of the house is 87.6 sqm/ 943 sq ft.

### **Current Use**

Used by the Council as offices [Park Rangers] and for storage.

### **Roof**

Via a stair case from the first floor of the service wing there are three small rooms set in the roof which are recent additions and not shown on the main plan.

The total net floor area of this section of the house is 30 sqm/ 323 sq ft.

### **Current Use**

Previously used for paper storage and set up with extensive shelving, the rooms are currently unused.

## **2.2.2 STABLE BLOCK**

### **Ground Floor**

There is a series of small to medium interconnecting rooms many of which have been created by modern partitions.

The total floor net floor area of this section of the stables is 87.6 sqm/ 943 sq ft.

### **Current Use**

Used as offices/ mess room/ storage by Veolia, the park's grounds maintenance contractor. Part of the ground floor has been converted to provide public toilets with external access only.

### **First Floor**

There are two equal sized rooms – both designated as 1.02 - sized at 20.4 sqm and 20.6 sqm and separated by the staircase to the ground floor.

The total floor net floor area of this section of the stables is 50 sqm/ 538 sq ft.

### **Current Use**

Veolia offices.

### **Stable Yard**

The stable yard is a significant part of the Brockwell Hall assemblage. It is entirely self enclosed by an original brick wall with a single entrance on the north side and it links the Hall and the stables. It is currently encumbered by modern storage buildings which considerably reduce the amount of open space in the yard, hide the wall and block views to the house and stables.

With the removal of the current buildings the total open space offered by the stable yard would be 800 sqm / 8,611 sq ft.

### **Current Use**

Depot space for Veolia.

### **2.2.3 TEMPLE**

The Temple is part of the original estate buildings located near to the walled garden and lake. It is divided into three separate small internal rooms on either side of which spaces have been converted to provide external access public toilets. A scheme for the Temple has already been devised which will open up the Temple via a new door to the adjoining walled garden. More space will be allocated to public toilet provision to allow a disabled access toilet to be added. These works will be completed as part of the current HLF Phase 1 programme.

The total floor area of the three lettable rooms is 30 sqm / 323 sq ft

### **Current Use**

Used by Art Works Direct for various workshops including bicycle repair and screen printing. Once the Temple has been restored, some of these activities will no longer be suitable and will need to be relocated elsewhere in the park if they are to continue.

### **2.2.4 NORWOOD LODGE**

Located at the Norwood Road entrance to the south of the park, the Lodge retains its original configuration as a single story residence with three ground floor rooms. In the 2007 park master plan, the lodge and its surrounding area were designated as a potential home for the park grounds maintenance contractor's depot.

The total ground floor area is – 49 sqm / 527 sq ft.

### **Current Use**

The Lodge is unused and in poor condition. It was last used as a base for a park artist in residence up to 2007.

## **2.3 PREVIOUS USES AND USERS**

Knowledge of past use of the buildings is patchy and offers little guidance for any future potential use.

Compared to other park mansion houses, the Hall has been put to a notably limited number of different uses over the 200 years since it was first built. It was occupied as a private residence until 1888 and, on conversion to public use in 1892, a cafe was installed which has been retained in some form ever since. Part of the service wing was at some stage used as accommodation for parks staff. For the remainder, the house appears to have been used much as at present with a combination of rooms for hire and offices

The Stable Block has for some time been used as a base for parks maintenance activities and there is no evidence of any more sophisticated uses.

There are no records of the Temple having been used as anything other than public toilets and for ad hoc activities in its internal rooms which for long periods have remained unused.

Norwood Lodge was retained as a residence after conversion of the estate to a public park but has gradually fallen into disuse and disrepair.

## **2.4 OVERVIEW OF LAYOUT AND USAGE**

### **2.4.1 Brockwell Hall**

The main hall and the service wing are very different in character and the interconnections between them tend to create the impression of two separate parts of the building and not of an integrated whole. The main hall has all the major rooms in the house which lend themselves most readily to public use. The service wing is a network of smaller rooms most of which suggest the use to which they are currently put - offices, storage, toilets and kitchen facilities.

The configuration of the main hall is almost exactly as in the original house and, given that the building is listed, there is little capacity to fundamentally change the layout either by extending or partitioning rooms.

There has been some historic tampering with the service wing layout - G.14 and G.15, for example, were originally a single room - and its lesser heritage significance offers the capacity to introduce further change to the configuration if justified in the context of the heritage benefits of a wider scheme.



The basement is completely undeveloped and currently unfit for any use other than storage. Given its “unfinished” condition and difficulties with light and access, there will almost certainly be hurdles to overcome to bring it into active use. The costs of trying to open up the basement for formal public or business use are likely to be prohibitively expensive.

The layout of the house lends itself to division for different purposes and opens up the possibility of treating the main hall, the service wing and the basement each on a different basis within any future plan. A successful scheme does not have to produce a single integrated plan for all three elements and each could be developed quite separately and, indeed, at different times if there was either the practical need or a compelling business case for approaching the building in this way.

More extensive use of the house will bring into question the provision required for fire escape, disabled access, toilets and storage. It is envisaged, for example, that for any scheme which offers increased public access an external ramp and an internal lift will be required. These issues may become more complex if the Hall becomes physically divided in some way with no freedom of movement through the Hall. Duplicating disabled access, toilets and storage for two separated parts of the Hall could be a challenge which is very difficult to meet.

#### **2.4.2 Stable Yard**

The Stable Yard is currently dominated by a number of modern storage buildings and containers which prohibit any other use. Even if the grounds maintenance depot, which has total use of the yard, were moved elsewhere, the existing buildings would need to be removed and the yard resurfaced to allow other uses to be developed. Once these changes and some other cosmetic improvements had been achieved, the Stable Yard could provide a very attractive space for a wide range of outdoor activities and events.

#### **2.4.3 Stable Block**

The Stable Block has suffered a great deal of internal alteration although two of the original stable bays still remain. There is considerable capacity for further internal change, creating a new configuration of rooms for any future use. The Stable Block has the advantage of being able to operate as a completely standalone facility and, if necessary, developing an independent existence of its own unconnected to what happens to the house and the yard. Alternatively, it could be wholly integrated into a single house, yard and stable block scheme.

#### **2.4.4 The Temple**

The design for the Temple has already been agreed – see figure 14 and will be executed as part of the Phase I HLF funded works. It will leave three small to medium sized rooms which could be used for a number of general purposes. The main change in design is to introduce a door leading straight into the adjoining walled garden which introduces the possibility of uses, either service based or social, which link the Temple and the garden.

### **2.4.5 Norwood Lodge**

The Lodge retains its basic configuration as a small residential building and this is unlikely to change. Once refurbished, it is suitable for any use which matches its scale and configuration. It has the advantage of being on the edge of the park and, therefore easily accessible.

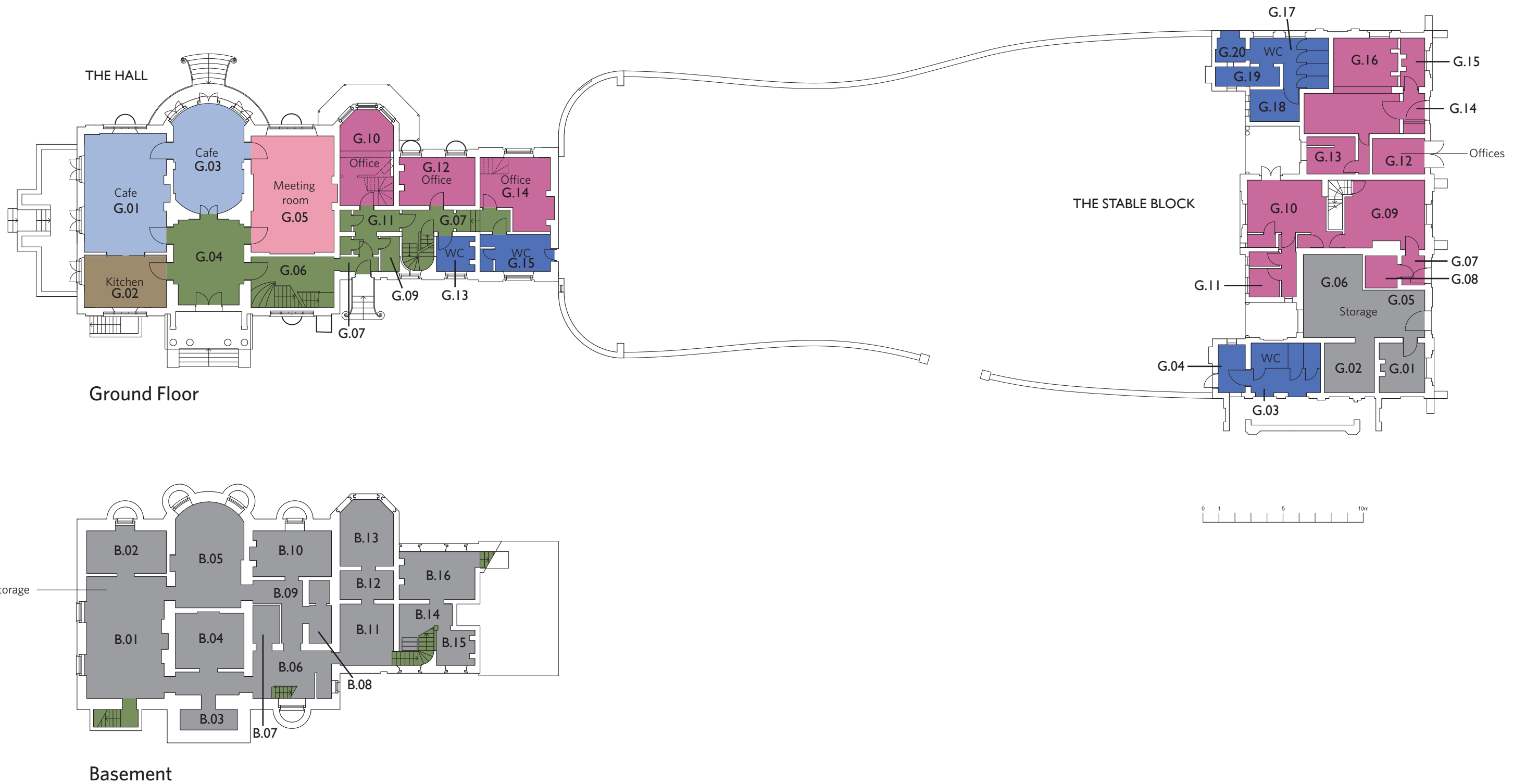
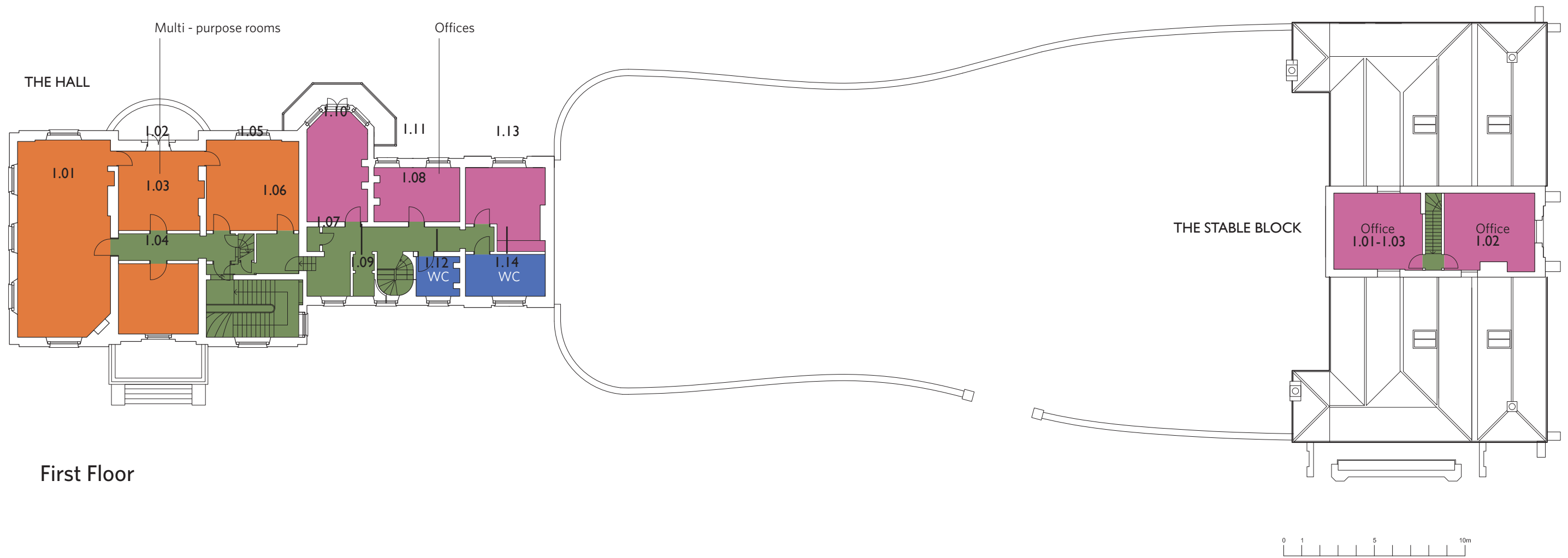


Fig 1  
 Brockwell Hall: Current Use  
 Ground and Basement Floors

**Richard Griffiths Architects**



First Floor

Fig 2  
 Brockwell Hall: Current Use  
 First Floor

**Richard Griffiths Architects**



- KEY
- AMENITY TURF
  - PLANTED AREA
  - TARMAC SURFACE
  - BUILT STRUCTURE
  - TREE

Fig 3  
 Brockwell Hall Existing Landscape  
 Plan of the Surrounding Area



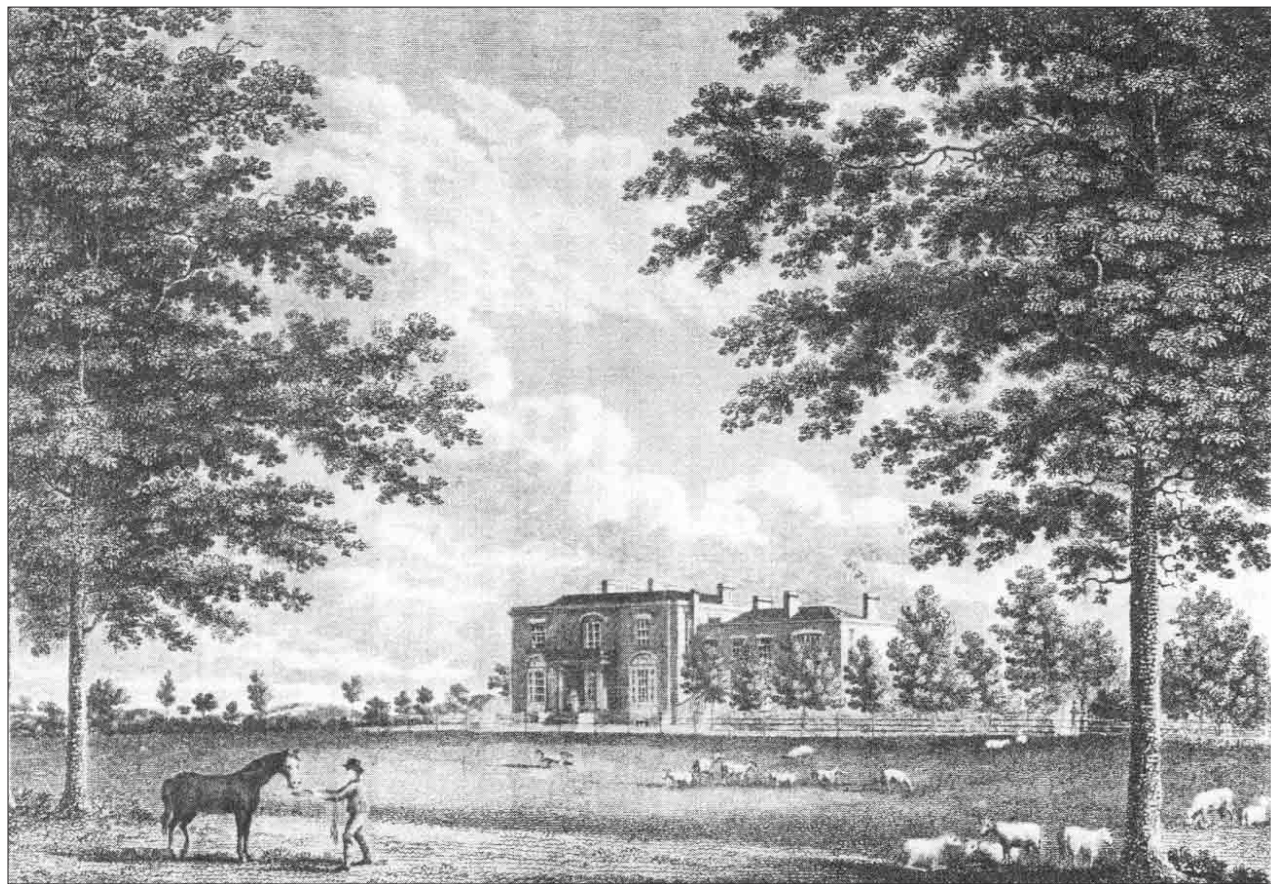
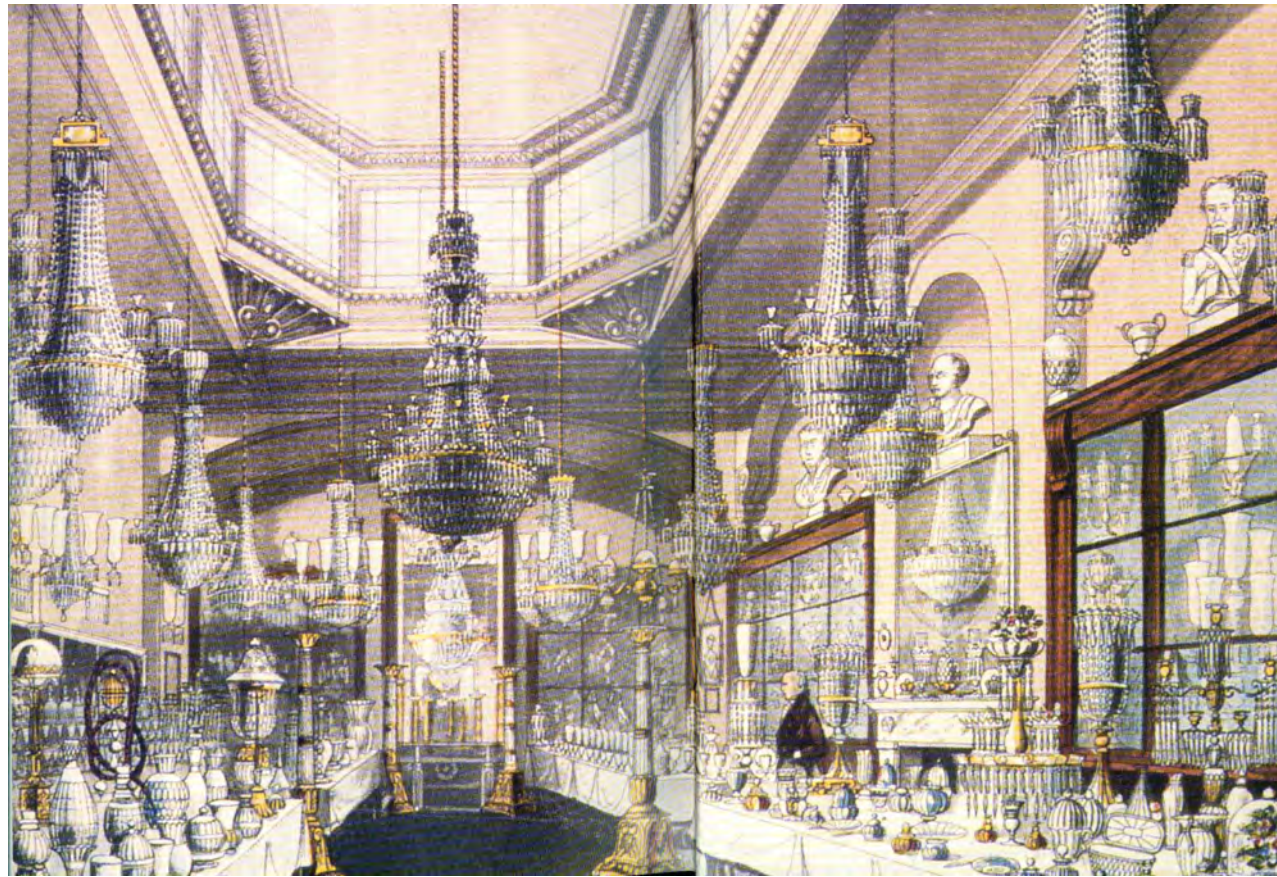


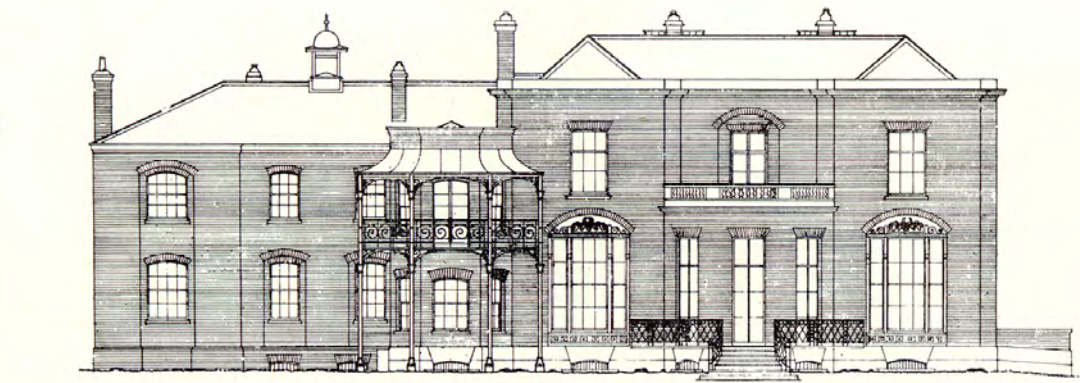
Fig 4.1 (above) The public tea room / cafe in Brockwell Hall

Fig 4.2 (top left) John Blades shop in Ludgate Hill

Fig 4.3 (bottom left) 1820 engraving of Brockwell Hall from the west

Fig 4  
Brockwell Hall: History





a. South-east elevation



b. North-west elevation

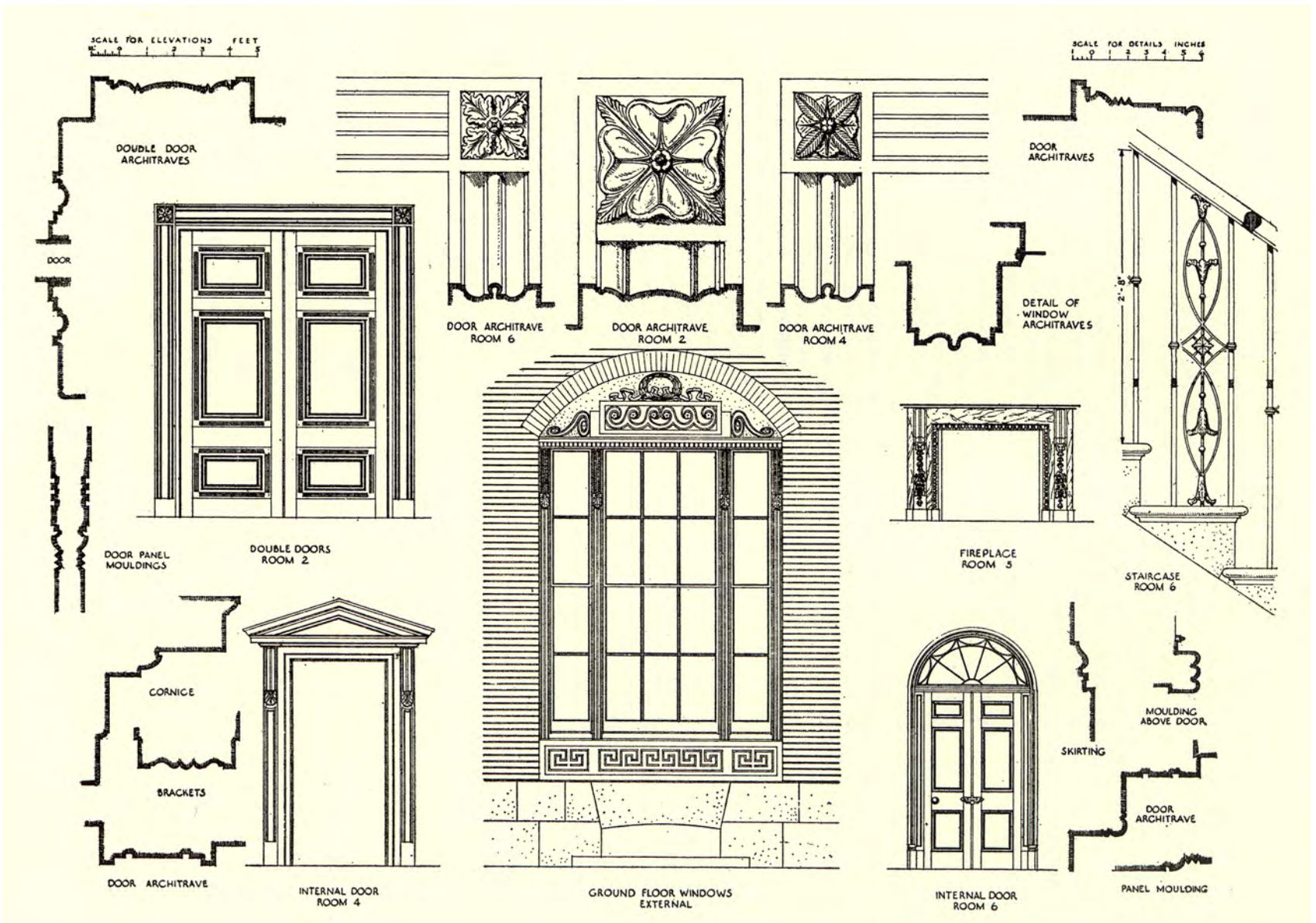
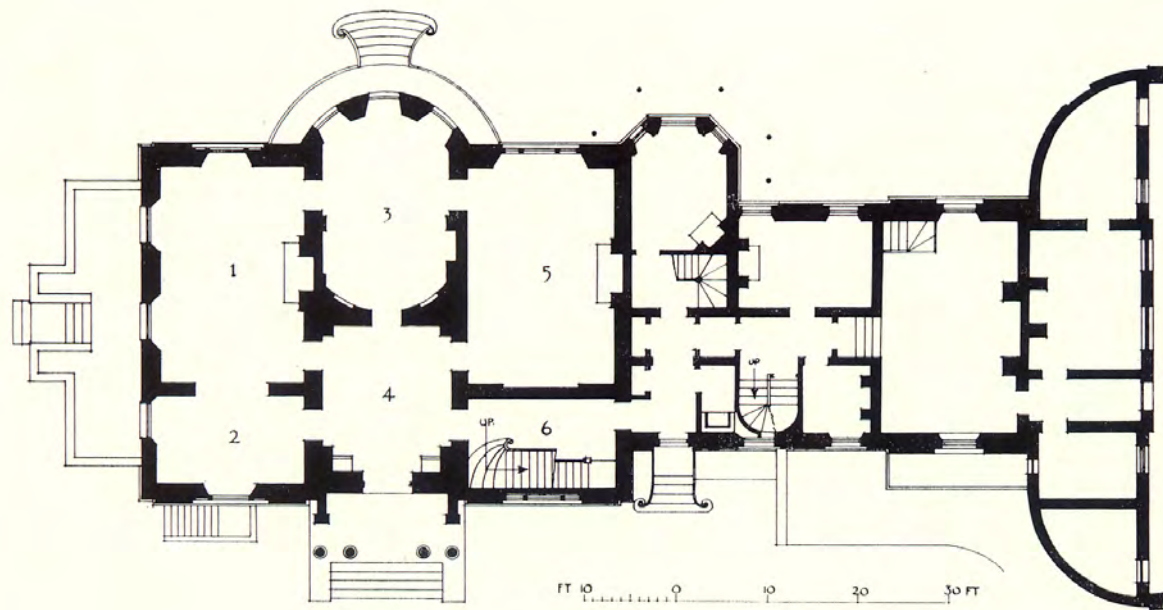


Fig 5.1 (above) Architectural details of Brockwell Hall, 1811- 1813, as drawn by the London Survey

Fig 5.2 (left) Plan and elevations of Brockwell Hall, 1811-1813, D.W.Roper, architect

Fig 5  
Brockwell Hall  
Architectural details



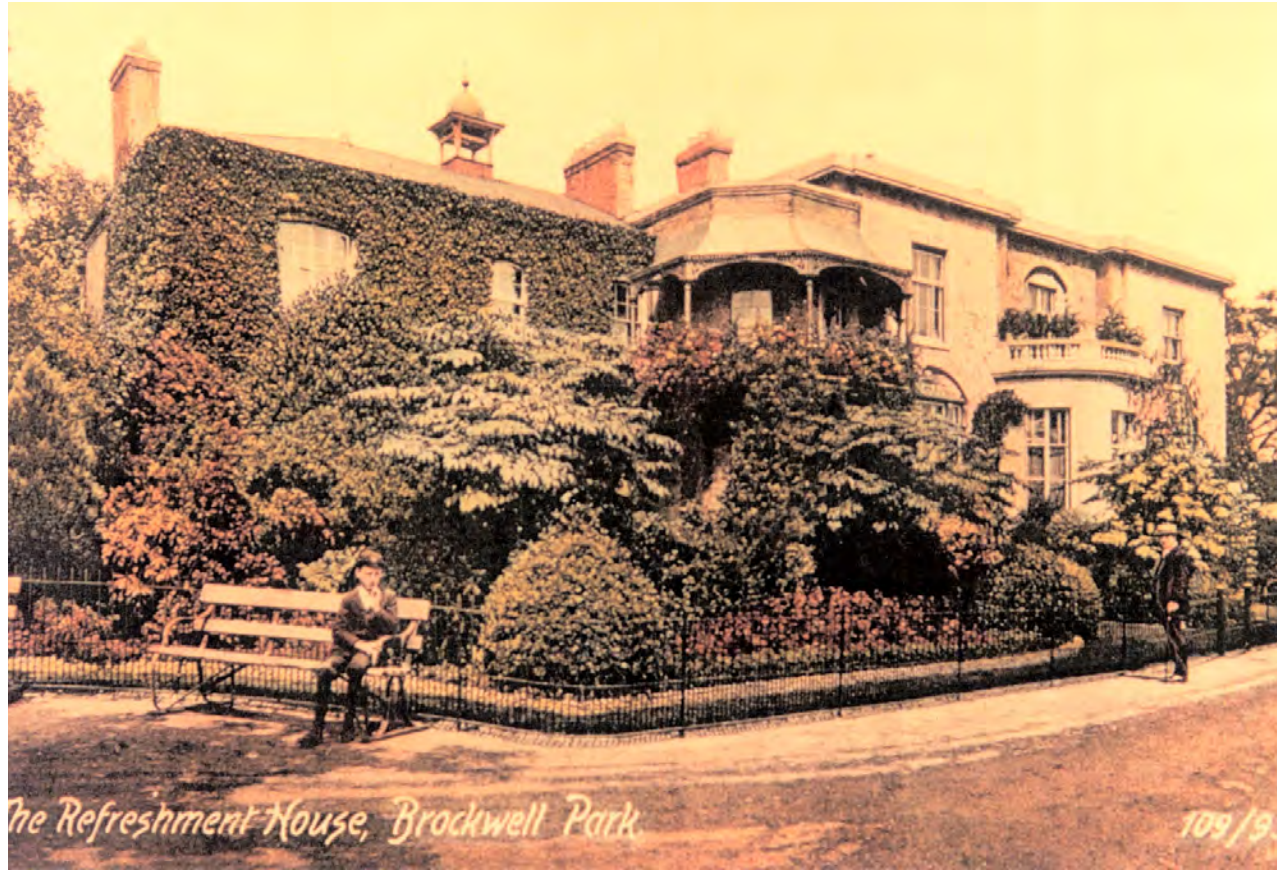


Fig 6.1 (above) View of Brockwell Hall from the north, with the addition of a glass conservatory, 1939

Fig 6.2 (top left) View of the service wing from the east, heavily vegetated, and with a dense fenced planted area

Fig 6.3 (bottom left) A more wooded and wilder treatment before the lawn tennis courts were cut into the slope, 1910

Fig 6  
Brockwell Hall  
Exterior historic photographs showing different landscape treatments





Fig 7.1 (above) Ballet performance on the old lawn tennis courts to the east of Brockwell Hall.

Fig 7.2 (top left) The bandstand with seating prepared for a large audience

Fig 7.3 (bottom left) The theatre in full swing

Fig 7  
Brockwell Hall  
Historical precedents of performances





## **3 CONSULTATION AND BACKGROUND RESEARCH**

### **3.1 PREVIOUS CONSULTATION**

A substantial consultation exercise was carried out in 2006/07 as background to the submission of the final Phase I application to the HLF/ Big Lottery Fund Parks for People programme. This included general consideration of the future of park buildings but only the Temple has been included in the Phase I scheme.

As part of this initial consultation, in 2006 a Conservation Management Plan for the Buildings in Brockwell Park was prepared by Richard Griffiths Associates and discussed with stakeholders. It was generally accepted as a basis for moving forward. It made some quite specific, albeit outline, proposals for Brockwell Hall and the Stable Block which were not further progressed as an understanding was reached with HLF that they would form part of a potential Phase 2 submission. Proposals included moving the depot from the Hall to Norwood Lodge and moving the cafe from the Hall into the stable yard. As the stakeholder discussion in 3.2 below shows, these ideas were broadly supported in 2006 and are still considered to be worthwhile to pursue.

In 2009 a consultation exercise was carried out on proposals to develop and bring back into use the changing room block near the Brockwell Park Lido. Although this building does not form part of the feasibility study, the consultation undertaken is of value because it showed a demand for hireable community space and identified some specific uses for indoor space which could be transferable to the buildings in the study. Although there was considerable support for the changing room block proposals and a final scheme has been developed, lack of funding means that the project has not progressed and the building remains in poor condition and, to a large extent unused.

Although proposals and evidence of demand do exist, there has never been detailed consultation on a definitive future for the historic buildings of the park and this can only be meaningfully undertaken when the Council has defined its policy in relation the buildings and some firm proposals are made. It is part of the purpose of this study to inform that process.

### **3.2 FEASIBILITY STUDY CONSULTATION**

A limited consultation exercise has been carried out as part of the feasibility study, mainly to ascertain the views of key stakeholders and to take necessary advice on the impact of possible future uses. As wider consultation has already taken place on the overall future of the park, a more general consultation would have added little value at this stage especially as the main focus of the study is to identify solutions within parameters already fixed by the Council. The prime focus of the study is to establish what may or may not meet the Council's criteria and this is a matter of objective assessment rather than consultation.

#### **3.2.1 Stakeholders**

The following were consulted through one to one meetings:

- Laura Morland – Friends of Brockwell Park
- Ann Kingsbury - Friends of Brockwell Park
- La Monte Johnson – Art Works Direct
- Giles Gibson - Herne Hill Forum
- Caroline Burghard/ Kirk Service - Whippersnappers
- Ian Farlane - Brockwell Park Lido
- Paul Carter – Brockwell Park Manager
- Theresa Hoare – Brockwell Park Development and Education Officer
- Lucio Caporelli – Operator of the Brockwell Hall cafe

A group meeting was held with members of the Brockwell Park Music Arts and Drama (MAD) Group. Attempts to meet with the Brockwell Park Community Greenhouses project were unsuccessful.

The broad conclusions of the stakeholder consultation were:

- There is a general desire to see at least parts of the buildings retained for public use with the ground floor of the main hall seen as the most desirable area to retain for public use.
- There was strong support for moving the cafe from its current position which blocks other use of the prime rooms in the house.
- The proposals in the 2006 Conservation Management Plan to move the cafe into the stable yard and develop the yard as a performance/ activities / event space were warmly supported.
- There were no strong objections to moving the grounds maintenance depot from the Hall to Norwood Lodge.
- There was a general acceptance that some more commercial use of parts of the buildings may be necessary in order to support continued public use of other parts. There was a general sense that the service wing and basement of the Hall had never been viewed as public facilities.
- There were mixed views on the possibility of opening the park after dark and increasing vehicle access to the park. Some saw it as a “necessary evil” to achieve wider aims, others objected on principle to the potential disruption of park life.
- A number of respondents felt that there was interest amongst stakeholders to involve themselves in future management of the building and that the creation of a trust/ Community Interest Company to take over management or part management of the buildings was an idea worth retaining.
- There was considerable frustration that the Hall was not already being used more and a number of examples were given of attempts to use Hall which had been thwarted.

- Apart from a suggestion that the service wing might be used for business start up units, there were no proposals for generating new income from the buildings other than through a more proactive hire policy supported by strong marketing.

Specific responses of interest included:

- Whippersnappers expressed a possible interest in using Norwood Lodge as a venue for visual arts activities
- The MAD Group were keen to be involved in programming any arts input to the house and stable yard and saw considerable potential for developing the complex as an arts venue
- The cafe operator would be willing to invest in a new cafe in the stable yard and saw some potential for operating this as a daytime cafe, night time restaurant.

Unsurprisingly, the majority of the consultation response was focused on how increased public use of the buildings could be secured and facilities enhanced. There was, however, a general acceptance that any successful proposal would have to be couched within a tight financial regime and would have to demonstrate its ability to meet the Council's financial criteria.

### **3.2.2 Expert Advice**

The following were consulted on specific issues relating to the buildings and their use:

- Doreen McKenzie – LBL Registrar Manager on possible use of the Hall as a wedding venue
- Alan Vinall – LBL Planning Team Leader Policy – and conservation and urban design officers on planning issues
- Winkworths – local estate agents on local property and lettings market
- Ebony Horse Club

The conclusions of this advice were as follows:

- There is potentially good demand for Brockwell Hall as a wedding venue. There are no similar historic houses licensed in the borough and Registrars already receive enquiries as to whether the Hall is available for weddings. There should not be any difficulties in obtaining a licence for the Hall. However, the standard of provision has to be high, matching customers' expectation of an elegant mansion house. A number of ancillary issues such as car parking, vehicle access and reception provision will also need to be carefully considered. These issues are considered further in Section 6 below.
- There are no specific planning issues relating to the buildings but a number of general planning issues arise from their listing, presence in a conservation area etc. These issues are discussed in more detail in Section 4 below.

- The local property market remains quite robust but the unique characteristics of the park's buildings make it difficult to predict their appeal and their market value.
- Although horse riding in the park may be a desirable activity, the economics of it are likely to make it impractical. This issue is discussed further in Section 6 below.

Further expert advice may be required as the Council seeks to refine its view of the most desirable and practical options for the buildings.

### 3.3 BACKGROUND RESEARCH

A number of pieces of background research have been undertaken in order to provide a market context for the assessment of potential uses and as a basis for costings. These include:

- A review of 27 other historic buildings in London parks across 18 London boroughs many of which have faced, or still face, similar issues to those in Brockwell Park. This review is considered in detail in Section 5 and Appendix I below.
- A visit to Clissold House in Clissold Park, Hackney which is currently undergoing a substantial renovation programme and has many similar characteristics to Brockwell Hall.
- A review of local residential and commercial property purchase and rental prices
- A review of artist studio rental charges across London
- A review of hire charges for other similar buildings across London
- A review of similar wedding venues and their charges across London
- A review of Lambeth wedding venue profile
- A study of horse riding provision in other London parks
- Profiling of hotel provision and demand in the wider Lambeth area
- An analysis of catchment socio-economic profile

This research has helped to build a comprehensive picture of the market position of the buildings in terms of their potential use and their potential revenue generating capacity as well as providing some indication of their capital value and the constraints that may be placed on any investment that is made solely in order to provide a return.

## 4 CONSERVATION AND PLANNING ISSUES

### 4.1 CONSERVATION

#### 4.1.1 Brockwell Hall

The Hall is a Grade II\* listed building. As such, there are a number of constraints which may affect any future development of the Hall.

The March 2006 Conservation Management Plan prepared by Richard Griffiths Architects, identifies different parts of the building, in terms of their heritage and conservation requirements, as Highly Significant, Significant and Neutral. In broad terms, the various parts of the building are thus categorised as follows:

Basement – all Neutral apart from one room [B.04] in the centre which has an unusual ceiling construction and is identified as Significant

Main Hall Ground Floor – all Highly Significant including the staircase

Main Hall First Floor – all Neutral apart from the main corridor [1.03] which is Significant and the staircase which is Highly Significant

Service Wing Ground Floor – mainly Neutral but the staircase, circulation area and rooms G.09 and G.12 are Significant.

Service Wing First Floor – all Neutral apart from the staircase and room 1.12 which are Significant.

On this basis the most protected area is the main hall ground floor and the least protected is the basement

#### 4.1.2 Stable Block

The coach house and stable block with the walls surrounding the stable yard are all listed as Grade II. The setting of this part of the hall has been completely altered by the incursion of depot buildings and activities. Exterior features of the Stable Block have suffered some alteration and every effort should be made to restore these. The Stable Block has a number of specific internal features which should be retained.

#### 4.1.3 The Temple

The Temple is Grade II listed. It is the neo-classical facade of the exterior of the building which is of greatest significance. The interior of the building is already altered and will be subject to further amendment as part of the HLF Phase I scheme which will restore the building in 2011.

#### **4.1.4 Norwood Lodge**

There is no listing for Norwood Lodge but it forms part of the Brockwell Park Conservation Area and as such the basic structure of the building will need to be conserved.

#### **4.1.5 General Conservation Considerations**

The 2006 Conservation Management Plan identifies four specific reasons why the Brockwell Park historic buildings and its Stable Block are of particular heritage significance.

- The configuration of house, service wing, stable yard and stable block are unique in London in that they remain intact and give a particular insight into the sociology and practical day to day operation of the house
- The main Hall ground floor rooms prove a complete set of neo-classical rooms with much of their original detail. Removal of the intrusive cafe would enable the inter-relationship of these rooms to again be fully appreciated.
- There are a number of specific heritage features which are of interest such as the use of hollow pots to create the entrance hall floor structure.
- The basic landscape setting of all of the buildings remains largely intact. This is particularly significant for the Hall and it is still possible to envisage them in their original context.

These factors would be prime considerations in any scheme that is conservation driven and wishes to retain and enhance the architectural, social and aesthetic significance of the buildings.

## **4.2 PLANNING**

A meeting with the Area Planning Officer Policy and officers from the Conservation and Urban Design Team set out the planning constraints and likely planning response to development proposals for the buildings. These are summarised as follows:-

- Other than the listing and conservation area status there are no other specific local policies relating to the buildings
- Under the UDP and Local Development Framework, there will be a presumption in favour of continued community use although arguments can be developed for some commercial exploitation of part of part of the buildings in order to allow remaining parts to be brought into community use
- Uses such as schools, care homes etc would be regarded as commercial rather than community based
- Sale for residential or commercial purposes would be strongly resisted by planners



- The ability to make significant change to the internal layout of the buildings, particularly the main hall, is very limited
- Brockwell Park is Metropolitan Open Land and therefore any encroachment on or loss of open space would not be permitted
- In terms of economic development there are no obvious demands or needs in the immediate catchment area which is predominantly residential
- Officers advised caution in not compromising the existing park master plan or any conditions of the Phase I HLF grant which could result in grant repayment

Any consideration of options for the future use of the buildings has to include an assessment of their ability to work within this planning framework.



## 5 HISTORIC HOUSES IN LONDON PARKS

Brockwell Park is by no means alone in having to meet the challenge of finding a sustainable future for its historic buildings and there is considerable value in examining the experience of other authorities in London who have faced, or continue to face, similar issues. There are useful examples of both success and failure elsewhere which may influence the Council's view of what may or may not be achievable in Brockwell Park.

In looking elsewhere it always has to be borne in mind that all parks are different and each of their historic buildings is unique. What has worked elsewhere may not work in Brockwell Park. What has failed elsewhere may succeed in Brockwell Park. However, the general profile of use/ disuse of these park historic buildings across London [see Appendix 1] does offer some context for the Council's own plans for the future of Brockwell Park. In particular, it highlights the factors which have enabled other historic buildings to be brought back into use and some of the barriers which have been difficult to overcome.

There are a number of other London parks which have historic buildings within them and several of these are from a period and of a size comparable to Brockwell Hall. As with Brockwell Park, many London parks were created from the grounds of private estates which included a large mansion house where the owners lived. Most of these conversions from private to public took place between 1870 and 1910 although some were later. In a majority of cases the house was transferred into public ownership as part of the park although there are cases, such as the North London Collegiate School in Canons Park, Harrow, where the house was already identified for another purpose and excluded from the park.

A large number of these park houses no longer exist because:

- They fell into such serious disrepair that they were eventually demolished
- They were badly damaged during the war and subsequently demolished
- They were destroyed by fire

Examples of parks where there is no longer any trace of the original house include Cheam Park in Sutton and Ashburton Park in Croydon.

Houses which are still in existence generally fall into one of three categories:

- They have an established longstanding role which has kept them in occupation and in a good state of repair – for, example Langtons House, Langtons Gardens, Havering which is the Council Registry Office.
- They have fallen into disrepair and are now unused or only partially used – for example, Dollis Hill House, Gladstone Park, Brent.
- They have fallen into disrepair but have recently been revived and brought back into use through HLF funding – for example, Valentines Mansion, Valentines Park, Redbridge.

Brockwell Hall falls into the second category although it is in better condition than many other examples such as Beckenham Place Park Mansion in Lewisham and Norwood Grove House in Croydon.

Appendix I presents a representative sample of the current position of 27 historic houses in London parks. This is not a comprehensive list but it fully illustrates the range of roles which these houses now fulfil, their relative size and their historic significance. Many houses like Brockwell Hall are Georgian but some are earlier. Brockwell Hall is probably in the mid range of scale and significance.

Analysis of the information contained in Appendix I shows that 17 of the 27 continue to be managed entirely by their local authority and that most of these offer some form of community use through a cafe, museum, gallery or rooms for hire.

Four houses are managed outright by trusts but the origins and operation of the trust are different in each case. Three of them relate to buildings of very high heritage significance. Only one trust – Lauderdale House in Waterlow Park – operates as a “community facility” but there are a number of special factors relating to the house, particularly its location, which have enabled it to establish a community role. One – Dollis Hill House - is jointly managed by the Council and a trust.

Three of the four houses which are entirely in private ownership, appear to have been separated from the park when it was first created and for the fourth – the Norbury Hall Residential Care Home – the entire house and grounds were sold in 1987 leaving no public access.

One house – the Tudor Barn at Well Hall Pleasance is retained by the Council but entirely operated by a franchisee on a 10 year lease.

No example has been found of a house which, having originally been included within a public park, has then been subsequently transferred entirely to commercial activity or sold as a private residence whilst still remaining as part of the public park. Attempts were made by Beefeater Inns in the late 1990's to acquire houses in Gladstone Park, Brent and Broomfield Park, Enfield but these did not come to fruition.

The history of Brockwell Hall is not unlike many of the other houses in London borough parks which have followed a similar course of residential and institutional use followed by a slow decline into becoming unused or partially used. Making direct comparison between Brockwell Hall and other park mansions is difficult and risky because their past and future are influenced by a number of factors which are specific to each house. However, some of the defining characteristics of Brockwell Hall in relation to other park houses which may influence its future are:

- It is comparatively remote from areas of local activity and passers by mainly due to its central location within the park. This is highly significant when compared with other recent successful restoration projects of similar houses which have developed a sustainable operation such as Valentines House, Clissold House, Millfield House, and Lauderdale House. All of these are positioned near to the edge of the park making them both visible and accessible. Clissold House and Lauderdale House are close to busy town centres.

- The house has no car parking.
- The house is not close to other main activities within the park and its surrounds are relatively unattractive. Valentine's Mansion, for example, is surrounded by gardens and other landscape features.
- Its location makes it difficult, were it required, to separate it off from the rest of the park.
- The retention of original layout and heritage features is comparatively good but the overall heritage significance of the house either in terms of architecture or associations is not as high as some of the more successful houses.
- The general condition of the house is good compared to the condition from which many recently restored houses have been rescued.

The saviour of historic park buildings has undoubtedly been the Heritage Lottery Fund which has enabled a number of very impressive and often costly restorations. In terms of opportunities for Brockwell Hall it should be noted that these have all been achieved within the framework of the HLF's aims and objectives with an emphasis on future community and educational use. It is often the case that the Council continues to subsidise the operation of these buildings even after restoration.

Many councils have found it difficult to find any workable way forward for their buildings. The following examples of experience elsewhere show the challenge that faces Councils that are wholly reliant on externally driven solutions.

#### Beckenham Place Park Mansion, Lewisham

Parts of the mansion are in a comparatively poor state of repair although it does have some use in its lower ground floor. Lewisham Council went through an exercise in 2009 to prepare the mansion for some form of commercial disposal either through outright sale or a long term lease. As of now, no agreements have been secured for the future of the mansion.

#### Dollis Hill House, Brent

The house is in very poor condition. It has been unused since 1989. The Council was considering demolishing it in the mid 2000's, after unsuccessfully placing it on the market, but formed a partnership with Training for Life to create a catering training unit and restaurant on the site. HLF approved a Stage I grant for the project but it fell through when promised funding from the Greater London Authority did not materialise. In July 2010 the Council voted to demolish the building but has not yet carried out demolition work which is being opposed by local groups. The house recently suffered fire damage in its basement further eroding the fabric of the building.

On a more positive note, there is an interesting example - Broomfield House in Enfield –of an imaginative scheme outside the normal career path of these buildings. The house was severely damaged by fire in 1984 and no restoration took place despite the receipt of insurance funds. In the early 1990's the Council reached an agreement to lease the building

to Beefeater Inns to run one of their standard operations. After a major local campaign of opposition, the Council withdrew the proposal. In 1994 a further fire reduced the building to little more than a shell and it remains unused. However, The Greater London Authority has provided £500k of funding to enable design and consultation to take place in 2011 on a scheme to convert a large part of the house and stables into homes for older people whilst retaining public use of the main hall, a cafe and a meeting room. The GLA has set aside £5.47m to fund the scheme which has been approved by English Heritage. With reference to Brockwell Park, it should be noted that the scheme is viable partly because the buildings are close to the road.

The overriding conclusion of this brief survey is that there is no off the shelf solution that can be plucked from elsewhere and applied to Brockwell Park apart from an application for HLF funding. Nor are there easy ways to transplant success stories from elsewhere to make them work in Brockwell Park. The Broomfield House scheme described above, for example, works because the buildings are close to the road.

Attempts to find explicitly commercial – or even cost neutral - solutions for other historic buildings have not met with a great deal of success. This is not to say that a commercial or cost effective input to Brockwell Park is impossible but the buildings have to be assessed on their own merits and a context created which would optimise the opportunities to meet the Council's aims.

## 6 POTENTIAL AND CONSTRAINTS

### 6.1 INTRODUCTION

The review of historic houses, the consultation process, conservation and planning considerations and other research have created a context in which the future of the Brockwell Park historic buildings can be considered. This section examines a series of typical historic building uses and some others which the Council's brief or the consultation process have asked to be appraised. The process of assessing the potential of these in relation to Brockwell Park's historic buildings defines the parameters within which the future of the buildings can be meaningfully evaluated. It also shows quite clearly the constraints which have to be taken into account and decisions which the Council may have to make before moving forward.

The list of possible uses is by no means exhaustive but it is wide ranging enough to be indicative of many other types of use for which the same issues will arise and similar outcomes will be produced in terms of required investment and revenue return.

For each use, there are five key points of assessment

- The implications for the building
- The practical operational issues
- The impact on the park and park users
- The investment required
- The revenue impact for the Council

These are considered in broad terms only. The preparation of a detailed scheme and financial plan for any individual use would in itself require a substantial separate exercise and the reality is that different partners may have substantially different approaches to the same use.

The primary aim of the assessment process is to examine to what extent any use may meet the Council's objective of a "sustainable future" for the buildings. By this the Council means a future that will secure the long term physical wellbeing of the buildings and also eliminate, or at least reduce, the need for the Council to continue to subsidise their day to day operational costs. The Council wants to achieve these twin objectives without having to make any capital investment of its own. By implication, this suggests that some form of partnership will be required in which the partner both invests in the buildings and relieves the Council of the burden of a continuing operational subsidy.

The Council has made clear that it is prepared to consider any solution which will deliver its aim and so the initial range of uses chosen has no preconditions or restrictions attached. Although on the surface, this would seem to open up a ready market of prospective partners, the assessment shows that there are few options that do not come with conditions attached or have knock on impacts for the rest of the park. It quickly becomes apparent that in attempting to answer the question "Is the building suitable for this use?" there are often two separate strands to the answer. The building itself may be capable of

adaptation but a number of conditions would have to be met and knock on impacts for the park accepted before such a use could be adopted. For some uses, there is a complete polarisation in attempting to bring the two strands together e.g. the building itself is suitable but its location in the centre of the park is prohibitive.

Some of the constraints identified can be overcome and they are discussed separately in 6.7 below.

The following sections deal with each of the buildings in turn and examine a range of specific potential uses against the criteria set out above. The actual costs of works and detail of revenue impacts are dealt with in further sections of the report.

## **6.2 BROCKWELL HALL**

### **6.2.1 TRAINING CENTRE/ CONFERENCES/ WEDDINGS / RECEPTIONS**

The rooms of the main hall lend themselves to a mix of hire uses ranging from all day corporate training sessions to weddings and other social events. However, compared to other historic houses which offer similar services the rooms are comparatively small and the setting of the house is comparatively low key. To pursue this as a commercial venture, the house and its surrounds would need to be considerably upgraded.

#### **Implications for the building**

There is potential use for all rooms in the main hall which structurally would remain as they are.

The cafe would have to move from its present position because it occupies three of the prime rooms of the house as well as the reception hall. However, the ability to provide food for activities would be an attraction to potential users, if not a necessity, and this issue would have to be resolved. If there were no cafe in the park, partnerships with other local suppliers could be developed.

Disabled access and additional toilets would have to be provided.

#### **Practical operational issues**

The scale of the rooms means that they are suitable only for comparatively small receptions and the Council may wish to consider the possibility of allowing marquees to be erected near the house to provide for larger functions.

There is no absolute need to move the depot for this option and the service wing could continue as a completely separate operation. However, potential clashes with other activities would need to be carefully managed so that, for example, there were no depot movements at the time of a wedding.

The Council's Registrars Manager advises that to match equivalent venues in the wedding market a high standard of restoration and presentation would be required.



## **Impacts on the Park**

Car parking at the house would increase its attractiveness to potential hirers and some parking will be essential for weddings and wedding receptions. At times there could be quite large numbers of people coming into the park to use the building.

For general corporate use, the excellence of local public transport links will help to modify the impact of no parking.

To maximise the potential revenue generating capacity of the building, there would have to be after dark use of the house and lighting the park would be essential.

For any events using outdoor space as well as the house, it would be advantageous to have some means of sectioning off the relevant area of the park.

## **Investment required**

Investment in upgrading the house and its surrounds to a high standard will be necessary although it may be possible to avoid the cost of moving the depot and relocating offices. Either a new cafe will have to be created or the cafe facility lost to the park. The Council could attract some external investment either by leasing the main hall to an operator or via a facility management contract conditional upon the operator making some investment. However, it is by no means certain that the full cost of a high standard of restoration could be met in this way it is very unlikely to meet the cost of paying for a new cafe or any ancillary works to the park itself. It is difficult to see how this option could be achieved without the Council itself contributing some investment funding.

## **Revenue impact**

The revenue impact will depend heavily on how such a building would be managed. The Council might receive a management fee and/ or profit share from an operator whilst still retaining landlord responsibilities or may manage whole operation itself retaining all income operation. A detailed business plan would need to be prepared to establish how viable it would be for the Council to manage such a facility. Some outline projections are included in Section 11 below.

### **6.2.2 ARTISTS' STUDIOS**

Artist's studios are always an attractive option for buildings which have no defined purpose and do not have a high standard of presentation. Studios can be of almost any size or shape and the only controlling factors are access – artists like to work at all hours – and light – some artists will require good natural light.

## **Implications for the building**

The big advantage of this option is that it would require very little adaptation of the current building and could use any part of it or all of it. Even the basement could be adapted as craft workshops although the cost of this may be prohibitive.

There are good examples elsewhere of the use of park buildings as art and craft studios – Oaks Park in Sutton, Manor Farm in Hillingdon and Gunnersbury Park in Ealing.

### **Practical operational issues**

Users will want 24 hour access and at times will want to bring vehicles into the park. If the whole building were used it would deny access to the public although one of the advantages of the artists' studio option is that it could relate to any number of rooms from one to all.

There are artist studio management companies – most notably Space and ACME - who would take on management responsibility for the studios but the Council could also manage them itself.

### **Impacts on the Park**

Properly managed, the studios could enhance visitor experience of the park, establishing a creative community in its centre which could offer regular weekend open studios and art classes.

### **Investment required**

Some basic improvement works would need to be carried out and enhanced toilet and kitchen provision made. It is unlikely that any external commercial funding would be found for this work and the Council would have to use its own investment funds. If the cafe were moved, the Council would have to fund this also.

### **Revenue impact**

The Council would have to choose between managing the studios itself or working through a studio management company such as Space or ACME who would take on the responsibility for finding and dealing with tenants. In either case the Council would receive regular rental income.

Loss of the cafe is unlikely to be justified by a higher rental being achieved through letting the same space for studios.

The Council would retain responsibility for the structure, installation and general maintenance of the building but other running costs such as utilities would revert to the tenants.

### **6.2.3 RESIDENTIAL USE**

The Hall was originally a private residence and there would be little difficulty in converting it back to residential use. This could be achieved in a number of ways – sale or lease of the whole of the Hall, the main hall only or creation of a flat on the first floor of the main hall, the service wing or both.

## **Implications for the building**

Any purchaser or developer would have their own views on how they would wish to adapt the building for residential use and schemes could vary considerably. Proposals would be restricted by listing and conservation area status.

## **Practical operational issues**

Converting the whole of the Hall to residential use would almost certainly require adding in the stable yard to create parking, private outdoor space, refuse storage etc. There may be further options for including or excluding the Stable Block itself. If the Hall and stable yard were leased or sold as a private residence, the Stable Block could still function independently for some other purpose or could provide an additional accommodation block.

Even partial use for accommodation may require removal of the depot as a condition of sale or lease and there would be a need for parking, refuse storage etc. For any accommodation based use, therefore, it is very likely that the depot would have to move.

Whether or not anyone would actually want to live in the middle of the park is very difficult to assess as is the potential market price. Although some park houses have been sold, these have always been on the very edge of the park. No evidence has been found of a residential sale in the middle of an area of public use. A potential buyer may well wish to enclose part of the land around the house to create a greater sense of security and privacy in relation to general park users.

## **Impacts on the Park**

The impacts on the park are fairly obvious. The house, or parts of it, would be taken out of public use and, if the whole of the main hall were included, the cafe would be lost or have to be relocated elsewhere. The depot may have to move. The use of the service wing for council offices and storage would have to be replicated elsewhere. There would be vehicle movements through the park and residents would require 24 hour access. Some land in the park may also have to be given up.

## **Investment required**

Given that the Council has no investment funds of its own, the accommodation option is limited to a straightforward sale either to a developer to possibly convert into flats or to a homeowner who wants to carry out their own renovations and alterations. Given the amount of work that would be required, this would obviously have an impact on the sale price.

A house of this scale in a Herne Hill residential street would have a market value of around £1.8m but that is not necessarily a guide to the value of the Hall which is in a unique location and requires a great deal of reconversion. However, some or all of any capital receipt may be taken up in creating a new depot and possibly a new cafe elsewhere in the park.

## **Revenue impact**

The obvious attraction to the Council is that a complete sale would take the house entirely off its hands producing a continuing revenue saving. However, if the cafe is not replaced elsewhere its £38,000 per annum rental income will be lost.

### **6.2.4 ORGANISATIONAL HEADQUARTERS**

For an organisation that wanted an unusual base in a pleasant landscape setting, the Hall and/or Stable Yard and Stable Block could provide an attractive option. There would, of course, have to be a match in terms of location, size and configuration

#### **Implications for the building**

The existing layout is easily adaptable to organisational use as the Hall is already well configured to provide necessary office space, meeting rooms, training and conferencing. For a smaller enterprise, use of the service wing only with access to main hall rooms as required might be sufficient.

A high standard of heating and lighting would need to be provided as well as extensive IT cabling. The basement could provide storage and/or social space including a small kitchen.

#### **Practical operational issues**

There would undoubtedly be a car parking requirement for key staff and for visitors and, unless the Council wanted to permit the creation of a car park next to the house, this could only be accommodated in the stable yard. If it were planned to retain the depot in the yard, this may prove a disincentive for some potential users particularly if depot vehicles continued to be parked near to the main entrance to the hall.

Security would be a major issue for any incoming organisation which may want visible security on the outside of the buildings and well lit walkways to the Herne Hill entrance.

#### **Impacts on the Park**

There could be a number of vehicle movements by staff and visitors throughout daytime opening and there would definitely be a requirement for night time opening after dark. Public and Council use of the house, including the cafe, would be lost unless organisational use did not include the ground floor of the main hall and/ or parts of the service wing.

#### **Investment required**

The Council would have an option of sale or lease but in either case it would require the incoming organisation to carry out its own necessary works, the extent of which would impact on the sale price or any future rental prices. A lease, unless it were accompanied by a substantial initial premium, would provide no capital for relocating the depot, cafe or offices.

## **Revenue impact**

A sale would relieve the Council of all revenue outgoings and a lease would also provide an income. As with any sale or change of use in the main hall ground floor rooms, cafe income of £38,000 per annum would be lost. Under a lease arrangement, the Council is still likely to retain some insurance and maintenance responsibilities.

### **6.2.5 SERVICED OFFICES**

A serviced office management company may wish to take on the whole of the hall or part of it. They would provide fully fitted and operational office space ready for clients to move in with support functions such as reception and meeting rooms included. This would be a very flexible operation with any number of variations on the size of accommodation and length of rental period. Some city centre facilities will rent a single office for a single day.

## **Implications for the building**

As for an organisational HQ, the building would mainly be improved as it is with some of the main hall rooms being converted into additional office space. A lower general standard of provision would probably be made for serviced office use and there would be much less concern to enhance heritage details. The focus would be much more on functionality.

An office management company would lease the building often on comparatively short leases of around ten years. They would equip and make necessary cosmetic changes such as decoration but would not pay for fundamental improvements to the structure of the building or its installations.

## **Practical operational issues**

The expectations of clients would be less than for an organisational headquarters although the general demands would still be much the same. Absence of facilities such as car parking would limit its appeal and may reduce end rental values.

With the emphasis on functionality and the probable initial basis of agreement a 10 year lease, there would be less pressure to move the depot for purely aesthetic/ environmental reasons.

## **Impacts on the Park**

These will be the same as for an organisational HQ – loss of public access to the Hall, car parking, vehicle movements and use after dark.

## **Investment required**

An office management company would expect to pay for necessary conversion and fitting to create their desired office environment. It is unlikely to commit funds to heritage standard works, conservation enhancements or ancillary provisions such as car parking or lighting the park. The Council may have to consider funding any enabling works itself in order to progress this option.

If it is found that this solution would only work if the depot were moved, it would not supply a capital input to the new depot costs and this in itself could make it not viable.

### **Revenue impact**

The Council would be relieved of much of its day to day revenue responsibilities such as heating and lighting and would receive rental income. The Council would retain landlord responsibility for the structure of the building and its basic installations. It would have a guaranteed regular income and no outlay on day to day running costs. However, its income will be considerably less than it would be for renting the accommodation direct to an end user.

If the cafe is removed its £38,000 rental will be lost but it may be possible to devise a scheme where the cafe is retained with office accommodation limited to the first floor and the service wing.

### **6.2.6 SCHOOL/ NURSERY**

#### **Implications for the building**

Many similar houses in residential streets operate as nurseries and/ or small Montessori schools. The combination of large rooms and the back office set up of the service wing would probably be enough to create a sustainable business. The main hall rooms would require fitting out as classrooms but no further adaptation. A school would need a small kitchen and dining area and it may be possible to develop the basement for this purpose as well as, for example, creating spaces there for cloakroom and/ or messy activities.

The Stable Block may prove a useful adjunct perhaps providing space for older classes.

#### **Practical operational issues**

There are examples of schools/ nurseries in public parks – Priory School in Priory Park, Reigate and Manor House Montessori at Manor Farm, Ruislip. However, these are on or near to the edge of the park and do not have to cope with any of the issues which derive from the hall's location in the middle of the park.

Security and privacy would be major concerns for any activity involving children and almost certainly the stable yard would be required for a playground and vehicle park.

Vehicle movement for parents dropping off and access/ egress in the dark are issues that would have to be resolved.

#### **Impacts on the Park**

As with other options above, the depot, offices and cafe will require relocation. If parents were allowed to drop off and collect by car, there would be substantial vehicle movement at either end of the day and a requirement to light routes into the park when school hours extended beyond daylight.

## **Investment required**

The Hall could either be sold or leased – probably for a period of at least 30 years. The works required to the House/ Stable Yard could be extensive particularly if the basement is required to be brought back into use and it may well be difficult to produce a business model which works for a school entirely dependent as it will be on attracting fee paying pupils.

Again the problem of how the Council finances any related requirements for new depot, cafe and offices will be a major consideration in whether a cohesive financial package can be put together.

## **Revenue impact**

This will be as for other total uses – savings on day to day operational costs, retention of landlord costs and loss of cafe income.

### **6.2.7 RESIDENTIAL CARE**

The Council has identified residential care in its brief as a possibility. There are certainly examples of such houses in residential areas being used for this purpose. However, only one example has been found of a residential care home in a park – at Norbury Grove – and this is in a completely separated part of the park which no longer has any public access. Likewise, the residential Priory Clinic in Grovelands Park, Enfield no longer forms any part of the park.

## **Implications for the building**

The extent of works to the house will be higher than for many other uses. Health and safety and access issues – an external ramp and internal lift would be required - will be of particular concern and a more sophisticated kitchen and dining arrangement will be needed.

There is considerable doubt about whether the scale of the building could deliver a viable commercial operation and whether the rooms can be adapted to provide the necessary configuration of individual rooms given that it is very unlikely that approval would be given to divide up the main hall rooms.

## **Practical operational issues**

As with a school, any care operation will be concerned with security and privacy and may wish to include the stable yard as part of any agreement. It may also wish to acquire some of the land around the house to increase its sense of protection and seclusion.

## **Impacts on the park**

A replacement depot, offices and cafe may need to be found elsewhere. Vehicle movement and general disruption will be less than for other uses but provision for emergency access – fire, ambulance etc. – will be a very high priority.

## **Investment required**

Sale or lease is possible but, as with a school, the cost of initial works may not allow a viable business model to be created and the Council is likely to be left with at least part, if not all of the cost of replacement of its own depot, office and cafe facilities.

## **Revenue impact**

This will be as for other total uses – savings on day to day operational costs, retention of landlord costs and loss of cafe income.

## **6.2.8 MUSEUM/ GALLERY/ ARTS CENTRE**

Use of park mansions as museums, art galleries or arts centres is widespread and these are not as dependent as some uses on location although access to car parking is always a benefit.

### **Implications for the building**

The rooms of the main hall would suit a small museum or gallery and the larger rooms could sustain some small scale performances. To really make an impact on potential users a high standard of restoration would be required. Public toilets in the building, a lift to the first floor and an external ramp would all be required to make the building fully accessible.

There would be an option to either retain or remove the existing cafe although its retention would severely limit the scale of any such operation and deny use some of the most suitable rooms.

### **Practical operational issues**

The location makes it extremely unlikely that a commercial gallery could be sustained on the site and the only likely possibility in this area is that the hall matches the requirements of an existing collection which is looking for a home and which is self funded. Alternatively there may be an existing small museum which is looking to relocate.

Unlike many other uses, a museum / gallery could adapt its opening hours to fit in with those of the park and would not place a high premium on the need for parking at the Hall. A broader arts centre style of operation would, however, require evening opening for performances and events.

### **Impacts on the Park**

The general impact on the park would be positive. Any cultural provision open to the public would enhance the park and add another dimension to visitor experience. Use of the house would not necessarily be dependent on relocating the depot or on vehicle access. It is also possible to fit a museum/ gallery operation within normal park opening hours.



## **Investment required**

The main rooms could be made ready at a fairly basic cost but there would be some issues around access which would require funding. It seems unlikely that an external user could be found with sufficient funds to carry out extensive works to the house and the Council would again be in the position of having to make its own enabling investment.

## **Revenue impact**

The economics of such operations are that in general they are operated by and subsidised by councils themselves. This is not an option for Brockwell Hall because the Council does not have the capital required or any ability to subsidise such a facility. Nor has the Council any identified need for such a facility within the borough.

Even if the Council found a volunteer group or external operator willing to take on the management role or lease the gallery space, it would still retain overall responsibility for the structure and installations of the building and may have to provide some of the day to day running costs.

These are not explicitly commercial operations and any income from rental would be less than for other lease proposals.

A condition of any scheme could be that it has to work around the retention of the existing cafe which would preserve its £38,000 per year rental income.

### **6.2.9 HOSTEL OR HOTEL ACCOMMODATION**

Youth hostels exist in all shapes and sizes and some have been developed in park environments and historic houses, the most notable being in Holland Park, Kensington. It's possible to envisage the hall providing a mix of dormitories and small rooms with perhaps kitchen and social facilities in the basement.

Whether or not there is demand for a hostel or small hotel in the park would require an extensive market analysis but an indication may be provided by simply looking at current hotel/ hostel distribution in south London. The Herne Hill / Dulwich area is almost entirely devoid of hotel accommodation and one has to go to Clapham, Wimbledon or Croydon to find clusters of hotels. This may suggest a need but may also indicate that there is no perceived market here. The country's two main brands - Travelodge and Premier Inn – who focus strongly on travel routes and business/ tourist hot spots – have no presence at all in the wider area. The nearest Premier Inns in each direction are in Croydon, Wimbledon, Central London and Greenwich.

Consultation suggested that The Landmark Trust may be interested in the property as holiday accommodation but an examination of the Landmark portfolio shows that the Hall does not have the character, historic interest or stunning location which typify its properties.

### **Implications for the building**

Considerable works would need to be undertaken in order to provide the necessary configuration and optimum use of space. Provision of kitchen, dining area, bathrooms, toilets, fire escape routes and other health and safety features would be absolute requisites.

A dormitory style of operation would avoid issues around division of the main rooms which would breach the listing constraints.

### **Practical operational issues**

Any operation that was remotely upmarket would require the depot to be moved. Unless the stable yard was included as private outdoor space for guests, any substantial use may require some land around the house for privacy and security.

A hotel operation would require extensive car parking and for the park to be open at all times for vehicle access.

### **Impacts on the park**

Any form of accommodation provision would in effect require 24 hour access to the park and there could be considerable vehicle movement as guests come and go. In theory, the operation at the Hall itself could be fairly self contained but it is difficult to assess how the operation of an accommodation based service would blend in with normal park activity.

### **Investment required**

The assumption would be that all necessary works would be paid for by an incoming owner or lease holder. If the hall were sold as a hotel, this would provide some funding for the moving of the depot, a new cafe, moving offices and other park ancillary works. Without this, the Council may have to contribute some enabling investment.

### **Revenue impact**

As for other similar uses – saving on current revenue costs, rental income and retained landlord costs for a lease and loss of cafe income.

## **6.2.10 MEDICAL CONSULTATION/ THERAPY/ BEAUTY SERVICES**

Many historic buildings have been converted to provide upmarket therapy and beauty centres and the layout and space provision of the hall would allow this. Whether the overall environment of the park would suit such an operation is difficult to assess.

### **Implications for the building**

Few structural works would be required to create such a facility, the main cost being the extensive fitting out and decoration required. It is possible that a small such operation could function in part rather than the whole of the house – the first floor of the main hall, for example.

### **Practical operational issues**

Car access would almost certainly be necessary. Use after dark would also be essential.

### **Impacts on the Park**

User numbers would be comparatively small but there would be a regular flow of clients coming and going. Many clients would arrive by car and there would be vehicle movements after dark.

### **Investment**

This option would be subject to lease rather than sale. All works would have to be carried out by the incoming operator whose business plan may not be able to accommodate secondary enabling works such as car parking.

### **Revenue impact**

This will depend on the extent of the operation and, specifically, whether or not the cafe is retained. Generally, though, as per other similar uses - savings on day to day operational costs, rental income, retention of landlord costs and loss of cafe income.

## **6.2.11 RESTAURANT**

### **Implications for the building**

On the surface, the Hall could provide an excellent restaurant setting with elegant rooms and views out over the park. Given the location and issues of access, a successful restaurant is likely to be distinctive and upmarket, justifying the effort in getting there, in which case a well sized kitchen will be required.

The main difficulty for a restaurant will be in finding the optimum configuration and the practical difficulties of making this work without major alterations to the Hall. A large kitchen would take up a substantial part of the ground floor and main dining areas would then be on the first floor requiring a dumb waiter system to be put in place. Alternatively a kitchen could be placed in the basement with a dumb waiter up one or two floors but the costs of basement conversion could be prohibitively expensive. If this route is taken there may be serious conservation/ listing barriers to overcome in installing a dumb waiter set up in the building's prime heritage rooms or in creating a full kitchen set up in one of the rooms.

Public toilets would need to be included somewhere and probably a management office.

### **Practical operational issues**

Car access and car parking would be necessary. Use after dark would be essential.

### **Impacts on the Park**

A good restaurant in the house could become a major attraction for the park and considerably enhance visitor experience. There would be some traffic flow the park for

those arriving by car but this would mainly be in the evenings when the park is less well used. There would be a need for additional vehicle deliveries.

### **Investment required**

All works would be paid for by the operator who would occupy on a lease basis. As with other similar ventures, it is unlikely that a robust business plan could sustain having to fund necessary ancillary works to the park or paying for the construction of a replacement cafe elsewhere in the park.

### **Revenue impact**

Given the competitive and risky nature of the restaurant business, a restaurant is unlikely to provide a rental income that is much different from the £33,000 per year currently paid by the cafe operator which will increase to £38,000 in 2013. Pullens restaurant and wine bar in a prime location next to Herne Hill station is currently on the market at an annual rental of £30,000. The residual costs to the Council will also be much the same as at present. For potentially little revenue benefit the Council may take the view that such a scheme may not be worth the disruption and risk involved.

### **6.2.12 RETAIL**

The possibility of use of the house for retail purposes has arisen in consultation but it is difficult to see how this could work in practice. Casual retail, essentially to park users, would not generate sufficient trade and destination retail would require a significant change to park access and car parking arrangements. A single remote location such as the hall is the antithesis of a good trading environment unless the product and ancillary attractions are strong enough to pull buyers from a wide geographic area.

### **Implications for the building**

The larger rooms would be fitted out appropriate to their specific retail product. Most installations would have to be freestanding. Fittings to walls in the main rooms would be difficult to find approval for within the listing conditions. Toilets would be required as well as some form of staff rest room.

### **Practical operational issues**

It may be possible to find a low level, low cost retail operation that could work within normal park opening times but any more commercially demanding operation would wish to maximise its opening hours and require at least some after hours opening.

Vehicle access and car parking would be essential for many forms of retail.

Retail could operate without moving the depot but prime retail space would be on the ground floor of the main hall and the cafe would have to move. However, lack of a cafe would have a negative impact on the development of the hall as a retail destination and a smaller operation may need to be retained elsewhere in the building.

## **Impacts on the park**

Dependent on the type of retail operation, there would need to be serious consideration of whether such a use was compatible with the general ambience and life of the park. A small craft shop might be acceptable but a multi franchise clothes outlet may not be.

For most retailers, good car parking provision would be important if not essential and there would be constant vehicle movement through the park during opening hours. Access to the park after dark would also be required if only for staff performing out of opening hours tasks.

## **Investment required**

All modification and improvement works would have to be paid for by the retailer or retailers but as with many other potential business users the need to pay for ancillary park improvements could be a step too far.

## **Revenue impact**

Space would be occupied on a lease basis providing a regular rental income for the Council but still leaving it with landlord responsibilities for the fabric of the building. Unless the cafe was retained in some form, its income would be lost.

### **6.2.13 AVAILABILITY FOR GENERAL HIRE**

All of the above examples presuppose that there is an identified end usage for the Hall but it is an option for the Council to simply make individual rooms available for hire for any purpose. Arrangements could vary from the one off hire of a number of rooms to the long term lease of a single room.

The Council would have little control over how hall use developed other than to exclude certain uses which it considered undesirable. Under such an approach, the Hall is could develop a mixed economy of one off hires, fixed regular hires and long term leases.

## **Implications for the building**

The building would be left much as it is although some cosmetic improvements [carpeting/ decoration] would be required to bring three of the main hall first floor rooms up to hire standard.

Toilet provision will need to be improved and security measures included to prevent hirers having free unsupervised access to the whole building.

## **Practical operational issues**

The cafe could be retained in its current form although it does occupy some of the prime hire rooms in the house

Ability to hire after dark would greatly enhance the range of potential hirers.

The council would need to promote and administer hires, including the provision of supervisory staff if necessary when no other parks staff would be in the building.

### **Impacts on the Park**

Impact on the park will depend entirely on the hire policies which the Council adopts. The Council can set the terms of hire and, if it wishes, include conditions on no vehicle access and no use outside current park opening hours. However, the more conditions it imposes, the more it will limit the market for potential hires.

If there is a more liberal policy then there will be significant numbers using the Hall at times and a need to open the park after dark.

It would be hoped that a great deal of use would be generated by and for the local community, enhancing the role of the park as a community base, and many users would welcome seeing the building brought into more active use.

### **Investment required**

Some investment will be required but this could be incremental as funds become available. All investment will need to come from the Council which, within the terms of the brief, may exclude this as an option although investment would only be made when a return was guaranteed.

It is possible that a facility management company may be interested in managing the building although the scale of operation makes this unlikely unless the whole of the main hall, service wing and cafe were included. A contract could include total or partial investment funding by the operator.

### **Revenue impact**

If the Council manages a hire operation itself, it will retain total responsibility for the upkeep of the building and all of its outgoings. Dependent on the extent of the operation, it may need to make provision for additional staff resource, marketing etc. to promote and administer hires. It will retain all income.

Under a facility management contract, the Council would receive a fixed contract fee and possibly some form of profit share. Under such an arrangement, the Council would pass some of the building responsibilities over to the operator.

## **6.3 STABLE BLOCK**

### **6.3.1 EXTENSION/ REPLICATION OF HOUSE USES**

As has already been noted above, the Stable Block could form part of a package with the hall and yard for uses such as a school, residence or organisational headquarters. It could also be used independently on a smaller scale for many of the potential uses which have been identified for the hall. The stable block has the advantage of considerably more scope for

internal rearrangement and adaptation than the Hall and as such on its own could provide for:

- Residential accommodation
- Offices
- Nursery
- Gallery/ exhibition space
- Artists' Studios
- Medical consultation/ beauty services
- Restaurant
- Retail
- General hire spaces

These would all be on a much smaller scale but this may suit some potential operators particularly as the investment costs and building restrictions are going to be considerably lower.

### **Implications for the building**

There would need to be considerable internal rearrangement, particularly to allow complete access throughout the building which is currently divided into separate units with no through access. Unless the yard, which currently provides access were included, a more significant main access point would need to be developed on the west side of the building.

### **Practical operational issues**

These will be the same as for the Hall but on a much smaller scale. If the Stable Block were developed in isolation, the difficulties which arise from moving the cafe in the main Hall would be avoided. However, the depot would still have to move and the cost in proportion to a standalone Stable Block operation may not be justifiable.

### **Impacts on the Park**

These will still be as described in 6.2 above but the scale of demand for car parking, vehicle movement etc. will be less.

### **Investment**

Investment will come from purchasers/ leaseholders but, as stated above, if ancillary works are required, including moving the depot, these are even less likely to be affordable, given the scale of any standalone operation in the Stable Block, than for potential uses of the Hall.

### **Revenue Impact**

Because the Stable Block is entirely occupied by the grounds maintenance contractor, the Council effectively has no current outgoings or income for it other than general building maintenance costs. The range of possible financial arrangements will be the same as in 6.2 above but the level of potential income for the Council will be less. However, any net income will be an improvement on the current position and it offers the Council the opportunity to retain the current Hall cafe rental income.

### **6.3.2 EDUCATIONAL CENTRE**

The stable block would be well suited to the development of an education centre with displays, classrooms and space for hands on activities. How this could be developed within the terms of the brief is less clear although it may be possible to attract grant aid and services could be charged for. Given its location, its main theme would be environmental but could include some social history relating to the park.

#### **Implications for the building**

The interior of the building would need to be purpose designed to provide rooms of the required size and configuration as well as toilet facilities.

#### **Practical operational issues**

The Stable Block is well positioned to provide such a service which would be managed as part of the role of the Park Development and Education Officer who already runs outdoor educational sessions in the park. It would enhance and allow expansion of current activities and will remove rather than create operational difficulties.

#### **Impacts on the Park**

This would be an enhancement to park services/ visitor experience and could operate within current restrictions on park use. Access for school minibuses would need to be provided but these would create minimal disruption for park users.

#### **Investment required**

Considerable work would have to be carried out to the building and investment would need to come either from the Council or from an external grant agency.

#### **Revenue impact**

This would not be a commercial venture and would require external funding and a robust business plan to ensure that the operation at least broke even. Some costs would be absorbed within existing park development and education budgets but charging for some services would undoubtedly be required to move the centre to break even.

### **6.3.3 STABLES/ RIDING SCHOOL**

The Council's brief has asked that the study consider the reintroduction of horse riding to the park as a commercial venture providing income to the Council. Part of the rationale for the suggestion is that a stable block and stable yard already exist and could be converted back to their original purpose.

The Council had some tentative initial discussion with the Ebony Horse Club which gave them some encouragement but follow up discussions have confirmed that Ebony have no interest in the development of riding in the park on any commercial basis.



The practical issues to be resolved in order to introduce horses to the park are considerable and there is no evidence of a local demand that would justify the substantial investment required either by the Council or an operator. There is already a riding school in Dulwich Park and Ebony will be opening their own new school in Wyck Gardens, Loughborough Junction in 2012.

### **Implications for the building**

The original layout of the Stable Block has long been lost although two of the original stables are still in existence. On the assumption that a minimum of 8 horses would be required to offer any form of riding service, considerable work would be required to provide necessary stabling up to an acceptable modern standard with accompanying storage and office space. It is difficult to see how this could be achieved without extending the existing building.

However, no comparative operation has been found in London which simply offers a service of horses for hire for individual or group hacking. All hacking services are attached to riding schools including, for example, Hyde Park, Wimbledon Common and Epping Forest. The creation of a riding school in the park would not be possible without substantial new structures including an enclosed arena and stabling for at least 15 horses and ponies. Such a proposal is well beyond the terms of the brief and would require the allocation of a considerable amount of land for the purpose.

Any riding operation would also require the construction of purpose built designated horse rides in the park. These are expensive to build and to maintain.

### **Practical operational issues**

Examination of other horse riding operations in London suggest that it would be impossible to sustain any form of commercial operation within the confines of the existing Stable Block and stable yard. All the operations analysed combine riding school and hacking and most have a minimum of 20 horses. Trent Park has around 100 horses.

By 2012 there will already be two riding schools within a two mile radius of the park and local residents have fairly easy access to Wimbledon Common where the extent and quality of rides will be far superior to anything which the park could offer.

It is difficult to see where the market opportunity or the business case will lie.

### **Impacts on the Park**

The development of horse rides could have a substantial impact on the design of the park and the way in which it was used. Consultation showed that there was some support for the idea of horses in the park which could enhance visitor experience and create opportunities for young children to ride. Dulwich Riding School, for example, offers short pony rides for £5 each. However, others were concerned about the safety aspects of the free mix of horses, dogs and young children.

## **Investment required**

This is a highly specialist provision and investment required is likely to be substantial. All investment including installation of horse rides would have to come from an operator and, as stated above, it is difficult to see given the limited potential how a viable business plan could be created that required a high level of operator investment.

## **Revenue Impact**

Lease and ownership arrangements for any substantial new build could be complex and the Council could only consider such a venture if it provided a guaranteed net revenue income. This would be a unique operation and it is impossible without a firm proposal from an operator to assess what level of net income it may generate for the Council.

## **6.4 STABLE YARD**

### **6.4.1 CAFE**

The transfer of the cafe from its current position in the Hall to a newly built facility in the stable yard backing on to the western end wall of the Hall was first suggested in the Outline Conservation Management Plan of 2006. It has met with almost universal support in the consultation. It is perceived as an improvement on the current cafe with a potentially very attractive landscaped surround to enhance its appeal. It is also seen as a valuable adjunct to other activities which could potentially take place in the stable yard such as performances and markets. Most importantly it would free up the prime rooms on the ground floor of the Hall for other purposes.

### **Implications for the building**

A cafe in the stable yard would require the current storage buildings in the yard to be removed and the yard itself resurfaced and landscaped. Ideally, at least the frontage of the stable block would also be restored. A link would need to be built into the service wing of the Hall where the kitchen/ storage/ office toilets would be located. If the rest of the Hall remains in general use, an access route would need to be created to allow Hall users to use cafe without having to walk around the outside of the building.

### **Practical operational issues**

Operation would raise no issues that are not already associated with the existing cafe.

In order to maximise the opportunities of a new facility the Council may wish to consider a dual identity operation with a daytime cafe and an evening restaurant although this could be limited to summer nights only to fit in with park opening times. More extended opening would raise issues of car access and opening after dark. A request for alcohol licensing is almost certain to be raised by any prospective operator.

### **Impacts on the park**

The park will have a new much improved facility. Vehicle movements etc. should be no different than with the current cafe.

### **Investment required**

Construction of the new cafe and the renovation of the yard are likely to be beyond the economic investment levels of an operator and so the Council or an external grant funder would have to contribute. An operator would fund all the fitting out and may make a contribution to capital costs in return for a long term lease and possibly a rental reduction in the early years.

### **Revenue Impact**

If the funding issue can be resolved, the Council will receive a rental from the cafe but, although it should increase, it is unlikely to be substantially different from the existing cafe rental. The real financial advantage for the Council would be in freeing up the prime rooms in the hall for other uses providing additional income.

## **6.4.2 PERFORMANCE / EVENTS SPACE**

Contingent on the stable yard being renovated and wholly compatible with the above possible cafe scheme, the remainder of the yard would make a very attractive performance and events space catering for seated audiences of between 200 and 250. Music, theatre and dance could all be supported as well as outdoor exhibitions, markets and social events including wedding receptions if the hall were used as a wedding venue.

### **Implications for the building**

In addition to the renovation of the yard itself, lighting, staging and seating would need to be provided and part of the Stable Block would be required for storage and backstage facilities.

The inclusion of some form of covering mechanism to insure against poor weather would greatly enhance the potential of the space.

### **Practical operational issues**

The yard would mainly be used for special events which would attract audiences/participants of up to 250. The park has considerable experience already of organising and handling such events and there are no additional issues relating. Programming could limit evening use to summer daylight only although, as with many other uses, after dark access would be beneficial.

### **Impacts on the park**

The stable yard would provide a significant added attraction for the park and make a considerable contribution to community activity. The unique qualities of the yard's enclosed, walled outdoor environment could well make this a leading south London venue.

Occasional large vehicle movements may be required to support specific events.

## **Investment required**

Works to the yard and Stable Block as well provision of necessary furniture and equipment will all require investment. This could not be undertaken as a commercial enterprise but could form a leading part of grant aided community benefit project.

## **Revenue impact**

The Council would receive income from the hire of the space for events.

## **6.5 THE TEMPLE**

### **6.5.1 REPLICATION OF OTHER USES**

Work on the Temple is already committed as part of the HLF Phase I project now underway. It will provide three well presented small to medium rooms. The scale of the Temple limits its level of aspiration and it is most suited to the fairly conventional uses already identified for the Hall and stable block. These will include

- Offices
- Gallery/ exhibition space
- Artist Studios
- Medical consultation/ beauty services
- General hire spaces

The Temple will offer very attractive spaces particularly with the addition of the planned link direct into the adjacent walled garden. However, the practical use of the spaces is likely to be more routine than the elegance of its appearance.

### **Implications for the building**

The physical future of the building has already been decided and works will be carried out during 2011.

### **Practical operational issues**

Unlike the Hall, it is difficult to envisage any way in which general vehicle access or lighting to the Temple will support usage there. Usage will, therefore, be limited to daylight hours only.

### **Impacts on the Park**

Public use of the Temple will add another dimension to visitor experience. The addition of an entrance from the walled garden will create a very attractive space for linked exhibitions and for social events using both the Temple and the walled garden.

### **Investment required**

Funding is already provided as part of the HLF Phase I scheme.

## **Revenue impact**

The Temple can expect to generate a small income through rentals and hires. However, unless a permanent tenant is found, this may do little more than cover its continuing maintenance and running costs.

## **6.6 NORWOOD LODGE**

### **6.6.1 REPLICATION OF OTHER USES**

As with the Temple, this is a small building that has no obvious, distinctive use of its own but could be used for some of the generic uses identified elsewhere. These will include

- Residential
- Offices
- Gallery/ exhibition space
- Artist Studios
- Medical consultation/ beauty services
- General hire spaces

The Lodge has the enormous advantage over other buildings in the study of being on the edge of the park and, therefore not subject to the same difficulties over access, vehicle movement etc. With the addition of a small amount of land it would also be possible to separate the Lodge from the rest of the park with a view to sale.

### **Implications for the building**

The Lodge is a simple building and there is little potential for development other than renovation and adaptation of the rooms which already exist.

### **Practical operational issues**

With immediate external access to the road, there are no obvious operational issues that would need to be resolved for any of the identified uses.

### **Impacts on the Park**

Because of its location at the very edge of the park and near to a park entrance, what happens at the Lodge will have little general impact on the park. If the depot moves here, there may be a positive impact in a reduction of vehicle movements through the park.

### **Investment required**

Some very basic remedial work will be carried out on the Lodge as part of HLF Phase I scheme but this will not fully prepare it for occupation. Either the Council or an incoming tenant/ owner will need to fund a full upgrade of the interior of the building.

## **Revenue impact**

Sale, rental or hire of the Lodge are all possible. Under sale, the Council's obligations for the building will cease. Under rental or hire, the Council will maintain a residual responsibility for upkeep of the structure, fabric and installations of the building but will receive rental/hire income.

## **6.7 CONSTRAINTS**

### **6.7.1 General**

The analyses above give numerous examples of what it might be possible to achieve with the Brockwell Park buildings and it is not difficult to find examples elsewhere of similar buildings being put to similar purposes. There are numerous small buildings like the Lodge and Temple being used as offices for estate agents, architects and accountants or as small cafes and galleries. Properties like the Hall are frequently used as private houses, schools, restaurants and offices. However, a great deal of caution needs to be exercised before translating experience elsewhere into what may be possible in Brockwell Park.

There are a number of challenges and constraints relating to the buildings which may fundamentally affect their market position and either modify or rule out altogether some of these potential uses.

If the Council wishes to make progress it is going to have to deal with these constraints where it can and to mitigate their impact where they cannot be fully resolved. In some cases it may have to accept that there is no resolution and to narrow the expectations of what it might achieve.

The constraints placed on the full achievement of the Council's aims are as follows.

### **6.7.2 Location**

The location of the Hall, stable yard, Stable Block and Temple is the single biggest constraint on their future development and there is very little the Council can do about it. Were any of these facilities, for example, placed next to the Herne Hill entrance to the park with a separate road access, they would immediately become viable and desirable for a wide range of uses. Placed as they are in an unenclosed position in the middle of a public park, they create a number of difficulties for anyone who may wish to locate there.

Although the Hall has the advantage of a central position within the park, it has limited visibility from outside the park and even from many areas within the park. It also stands on its own away from other popular facilities such as the playground, One O' Clock Club and Lido that are likely to draw general park users to it. As a result, the Hall is not close to any areas either outside or inside the park which provide a substantial footfall. For any service provision that depends on footfall and on creating a significant awareness among passers by, the Hall's location is a negative factor which would need to be overcome. A user may want to install additional signing at entrances to the park and to clear some of the sightlines to the Hall to maximise public awareness. Even if this and other measures are used to mitigate the impact of isolation, the Hall will still have to cope with the fact that users have to walk up a steep hill to reach it.

For any use which wants to exploit the setting of the Hall, its quiet surrounds and the lack of activity around it, the location could be a positive asset and a user may wish to ensure that this is protected for the long term by a guarantee that additional activities will not be developed in the vicinity of the Hall. Such users may also, however, want to emphasise its privacy by acquiring land around the Hall to create a barrier between themselves and other park users.

### **6.7.3 Vehicle Access/ Parking – General and Private**

There is no car parking provision within the park other than that provided for the Lido which is on the edge of the park and entirely taken up by Lido users. There are however, a number of vehicle routes within the park and depot vehicles are often parked in the vicinity of the Hall or in the Stable Yard.

A number of potential uses of the Hall would be heavily dependent on vehicle access and car parking and their viability would be modified by its absence. General car parking provision would undoubtedly enhance the attractiveness of the Hall to many users and for some activities, such as weddings, vehicle access and parking would be essential at least for main participants.

If activities and entertainments are to take place in the Stable Yard, there may be a need for occasional movements of large vehicles within the park in order to transport equipment.

A number of uses will require vehicle access for deliveries. For general events and activities, disabled users will expect to have vehicle access.

Some potential permanent users – organisations using office space, for example – may ask for a parking allocation for staff and/or visitors.

Any additional vehicle movement through the park will increase the risk to safety and is unlikely to be popular with other park users. Before approaching potential users, the Council will have to have a clearly defined policy for vehicle access

### **6.7.4 After Dark Usage**

Brockwell Park is a closed park which is locked at night. Any foreseeable use of the Hall and other buildings whether it is for community or commercial purposes, is almost certain to require access to the park beyond its normal opening hours i.e. after dusk during hours of darkness.

Extended access will lead to a need to light routes from park gates to the Hall, Stable Block and possibly the Temple and to provide good external lighting in the vicinity of any facilities used at night.

By implication, the need for vehicle movements in the park for many uses will be the same as in daylight and this will demand its own set of standards for lighting.

### **6.7.5 Privacy and Adjoining Land**

A private or organisational use of the house may demand some level of exclusion from ordinary park users. Where proposals have been made for such use for similar park houses, proposals have often been contingent upon a part of the surrounding park being attached to the house and excluded from public use. As the analysis in Appendix I shows, such uses are not common and generally only occur where buildings are on the edges of a park and can be totally excluded from the park without any disruption to the general use of the park.

#### **6.7.6 Security**

Some potential uses of the buildings may require a high level of security with, for example, controlled access and external CCTV cameras on the building itself.

#### **6.7.7 Knock On Impacts**

The analyses of potential use above make very clear that although uses may be found which are viable in isolation, they may only become so by displacing current uses for which further solutions will have to be found. The most prominent of these are

##### **The Depot**

The depot may have to be moved if a prospective user requires the stable yard as part of their package or if a potential use of the hall and/ or stable block is incompatible with the presence of the depot in the stable yard. This issue has been examined before and Norwood Lodge and the land to the rear of it identified as viable for relocation of the depot. However, there will be a significant cost attached to this which will need to be taken into account when assessing the financial viability of any proposals.

##### **The Cafe**

The cafe poses a difficulty on two fronts. The first is that it occupies four of the five rooms on the ground floor of the main hall, the same rooms that many potential users would most wish to have. The second is that it is already the main source of income for the house. If the cafe were removed and not replaced elsewhere, the Council would instantly lose the £33,000 rental which the cafe contributes making it that much more difficult to produce a scheme which significantly improves the Council's financial position. If a new cafe is built this will add to the capital requirement and this in itself may invalidate a potential scheme.

##### **Council Offices and Storage**

The service wing of the Hall houses park rangers, the Park Manager, the Park Development and Education Officer and related storage. If the service wing is adapted for another use, all of these will need to be relocated within the park. The spaces available are the Stable Block, Norwood Lodge, the Temple and possibly the Changing Room Block. Use of any of these would take away the possibility of them making a financial contribution to any park plan.

##### **ArtWorks Direct**

ArtWorks Direct currently provide a number of workshops in the park and it is understood that that the Council would wish their work to continue. Indeed they have plans to expand their work to include a young persons' rickshaw project teaching maintenance skills and



offering rides around the park. They currently occupy the whole of Temple but once the Temple has been renovated it will no longer be suitable for the activities they provide and, in any case [see above], may be needed for park staff.

If Artworks Direct are to continue in the park they will need to be rehoused. ArtWorks Direct have been identified as potential users of a renovated Changing Room Block but this project is not at the moment moving ahead. The only other options are the buildings which form part of the study. ArtWorks Direct pay no rent and, if one of the historic building spaces is occupied, they may well displace another potential income generating activity.

### **6.7.8 No Council Funding**

The Council has set itself a challenging task in wishing to secure a sustainable future for the buildings whilst making no investment of its own. Although for many prospective users it will be normal practice to invest in any property where they are setting up a business, this would usually be restricted to alterations and fitting out specific to their purpose. They would not expect and could probably not afford to pay for basic remedial works, disabled access works, or ancillary works such as external landscaping or lighting the park. Obliging them to pay for a replacement depot or cafe would take most business models way beyond viability.

On this basis, if all of the knock on impacts in 6.7.7 above have to be dealt with in any scheme, the only total solutions open to the council, may be either sale or a 100% grant from an external funding body such as the HLF. Even a sale may not provide sufficient funds to deal fully with all of the impacts and the chances of HLF making a 100% grant to the Council are not high.

If the Council has literally no money to try to ease its way to a solution, its options and their outcomes may be very limited.

## **6.8 OVERVIEW OF POTENTIAL AND CONSTRAINTS**

It is not difficult to imagine uses for the buildings which form part of the study and the examples given above could no doubt be considerably extended. The difficulty which the Council has is that however much the list is expanded the same issues and themes will be repeated albeit in slightly different forms and to differing degrees.

It is not possible to separate out finding solutions for the buildings from the context in which they will have to be realised. An organisation may wish to lease the whole of the hall, have sufficient funds to carry out all necessary works, be undisturbed by the movements of the depot next door, be unconcerned about its staff walking home through an unlit park on winter nights, have no need to bring vehicles into the park and, as a bonus gesture, will build the Council a replacement cafe elsewhere. This is possible – but unlikely.

If this doesn't happen, the Council must find its way through a complex network of decisions about what it will and will not allow in the park, how it can avoid or fund the consequences of any knock on impacts and what it can and cannot tolerate in terms of any loss of service to the park.

If the Council makes those decisions at the start of the process, it may well save a lot of wasted time dealing with proposals which have little chance of ever being realised. On the other hand, by being over rigid it may deter some interested parties at the outset and severely limit the number of potential offers. In order to maximise interest, the Council may wish to leave its position entirely open and see what is offered before committing itself to policy decisions one way or the other. Choosing the optimum route is a difficult judgement to make.

This section has looked at a number of possibilities and looked at the issues which surround them and the outcomes they are likely to deliver. In reality, there is only one way to test potential and that is to proactively seek out willing partners and/or to place the buildings on the open market with an indication of how the Council sees them being used.

## **7 THE MARKET**

### **7.1 GENERAL**

Section 6 identifies a range of possible future uses for the park's historic buildings. Each of these will have its own specific set of market factors which will eventually determine whether or not such uses will work. Some of these may need to be explored in considerable depth before either the Council or a prospective user commits itself to a proposal.

In general terms, current market conditions are not favourable to development of new businesses which may have a significant element of risk attached. Three factors are directly relevant to the consideration of options for the park's buildings:

- Economic forecasts remain uncertain and there are likely to be increasing pressures on levels of personal disposable income
- Property values and the level of property transactions continue to be fairly static
- Availability of loan funds for new business start ups remains challenging

General economic analysis is beyond the brief of this study but the Council may well wish to take account of current conditions when finalising its plan for the buildings. Dependent on which route it decides to take, it will be an option for the Council to delay action until general economic conditions improve.

### **7.2 CATCHMENT**

The main catchment of the park is taken to be a 2 mile radius around it. The whole of the catchment area is primarily residential with the only significant commercial/ retail centre at Brixton 1 mile away.

The catchment includes a number of relatively prosperous areas such as Dulwich and Clapham Common and Herne Hill itself is predominantly professional and middle class. It also includes much less affluent areas such as Brixton to the north. There are no other parks with comparable facilities within the catchment.

In simple terms, the catchment is likely and able to support new paid for consumer activities and services which are upmarket. This will include cultural activities. Indeed, to sustain a consumer activity in the park, its appeal is likely to need to be strong enough to attract users from throughout the catchment area.

There is less evidence that purely commercial [non consumer] activities and services will see an argument for locating in the park when they could more profitably and/ or accessibly be based in a town centre.

## 7.3 SPECIFIC MARKETS

A detailed market assessment for any potential use would require a separate exercise of its own and is beyond the scope of this study. However, there are some indicators, as follows, that can usefully be included in this initial appraisal.

### **Weddings/ Civil Partnerships**

Although the borough has a number of wedding venues including some of London's most distinctive such as the London Eye and the Festival Hall, there are no historic house wedding venues or any with a landscape setting comparable to Brockwell Hall. Where these exist elsewhere they are very popular. The establishment of the Hall as a wedding/ civil partnership venue would fill a pricing gap in the borough between low cost ceremonies at the Town Hall and the high cost of the landmark venues in the north of the borough. Despite the unavailability of the Hall, Council Registrars staff regularly receive enquiries about the possibility of weddings at the Hall.

### **Offices**

The main office location in the area is Brixton although there is small scale office provision in Herne Hill. Proximity to Herne Hill station will open up the use of offices in the park to the whole of the market served by rail connections. Small local concerns and start up businesses within the park catchment may also find the park an attractive location.

### **Artists Studios**

Artists Studios can be found throughout London in small and large groups many of them created from the conversion of old buildings with locations ranging from town centres to parks. Demand is fairly constant. The park location and the attractiveness of the buildings should give the park a strong place within the market.

### **Rooms for Hire**

Consultation on the Changing Room Block and for this study, suggests that local people perceive a lack of provision for community activities and that the Hall would be used both as a home for some local organisations and a regular hire venue. It has the potential to carve out a particular niche for social events ranging from children's birthday parties to wedding receptions. Parks staff already receive requests for this type of use of the Hall which they are currently having to turn down.

### **Accommodation**

Winkworth report that the local residential property market remains strong, for both purchase and letting, compared to trends elsewhere

## **Other Uses**

Uses such as residential care, nursery/ school and restaurants do not have easily identifiable market conditions and are often intended to “create” markets rather than to respond to explicit market demand.



## 8 IMPACT ON THE PARK

Section 6 above indicates some of the accompanying changes to the park which may be required in order to facilitate future use of the buildings. Some of these may become deciding factors in whether or not individual proposals progress. They include

- After dark opening and lighting routes through the park
- Allowing vehicle access to the park
- Creating new car parking arrangements in the park
- Sectioning off parts of the park on a permanent or temporary basis
- Moving the depot to Norwood Lodge
- Landscaping the area around the Hall

All of these will impact on the park both physically and operationally.

The Council has an established master plan for the park which has formed the basis of a significant grant from the HLF/ Big Lottery Fund. A £4.5m programme of improvement works supported by Lottery funds to the park started in 2010 and is due for completion in 2011. Any new developments which were perceived as undermining the basis upon which funding was made may cause difficulty with the HLF and affect future grant applications. As a minimum, the Council would be wise to at least consult with the HLF before proceeding to introduce any further radical changes.

The Council will also wish to consult with users who may oppose some measures. The limited consultation undertaken for the study suggested that there were mixed views on most issues but that, if there were compensating benefits to park users, there may be some tolerance of disruption to the quiet routine of the park. However, it is difficult to forecast what the response to a wider consultation might be or how some changes would be viewed if there were no benefits to the park itself arising from them.

How these potential changes might be achieved and the impact change may have are considered in more detail below

### **After dark opening and lighting routes through the park**

The park is currently locked at dusk and there is no lighting in the park although the Lido entrance continues to be open until its fitness facilities close at 11 pm.

It would be impractical and extremely costly to consider lighting a network of routes through the park allowing after dark access to all buildings from all main entrance points and leaving the park completely open at night would be unpopular with many users. Opening one gate and lighting one route may, however, provide a workable solution. The key route to be lit would be from the Herne Hill entrance to Brockwell Hall and it is proposed that this could be achieved by discreet use of ground level lighting suitable for both pedestrian and vehicle use.

User concerns will focus on opening up the park to general use after dark although in effect this already happens as the Lido entrance stays open when the rest of the park is closed.

### **Allowing vehicle access to the park**

There is existing vehicle access to Brockwell Park most notably from depot vehicles which are based at the Hall and use a number of routes through the park. There are also service deliveries to the cafe at Brockwell Hall. However, it is likely that many users will be uneasy about a large increase in vehicle movements through the park.

Some potential uses could see a substantial increase in vehicle flow either on a continuous basis or for special events. The Council will have to consider carefully how this would be managed and controlled. Although a likely customer vehicle route would be restricted to the roadway from the Herne Hill entrance to Brockwell Hall, the Council will still have to ensure the safety of park users and determine whether vehicle numbers should be restricted in some way.

### **Creating new car parking arrangements in the park**

Once the principle of allowing vehicle access to users of the Hall is established, some car parking provision will be necessary. Given the need to preserve the integrity of the Hall landscape setting and to fit within the existing park master plan, it is unlikely that any substantial car parking provision can be made. An outline scheme has been devised [see Appendix 2] which would allow parking for 13 cars around a newly created oval lawn in front of the Hall replacing the existing unsightly tarmac area. The intention of the scheme is to minimise the impact of parking through the effective use of landscaping. It may be possible to allow temporary parking on the grass for exceptional one off events.

### **Sectioning off parts of the park on a permanent or temporary basis**

The indicative use analysis in Section 6 above suggests that some potential users may wish to add parts of the land around the house to their purchase or lease for security or privacy. This is likely to be very difficult to achieve because of the restrictions implicit in the park's designation as Metropolitan Open Land.

Temporary restriction of access for specific events should, however, be achievable either by fencing or by rope although some staff supervision may also be needed to prevent intrusion. Such an arrangement could be invaluable in developing the use of marquees, for example, for large social events at the Hall.

### **Moving the depot to Norwood Lodge**

The proposal to move the depot to Norwood Lodge was first made in the 2006 Outline Conservation Management Plan and it remains an important part of the planning for many potential uses of the Hall, Stable Yard and Stable Block. There are no apparent reasons why the new depot would not provide at least as good a standard of provision as the existing depot and consultation so far has revealed few strong objections to the move. However, it is anticipated that local residents in the immediately adjacent area will object and that some strongly voiced objections from 2006, particularly regarding the safety of schoolchildren using the Norwood Lodge entrance to travel to and from school, will resurface. Although no formal study of the issues involved has been carried out, it is possible that either a smaller depot or depot facilities external to the park could be provided opening up further possibilities other than Norwood Lodge.



### **Moving the cafe**

Moving the cafe to the stable yard has been considered in 6.4.2 above as a development option in its own right. However, a number of potential uses would displace the existing cafe and if the Stable Yard option could not be pursued, the Council would be faced with the option of losing the cafe from the park or replacing it elsewhere. There is a cafe in the Lido but this is right on the edge of the park and does not serve the same client base as the Hall cafe.

Removal of cafe provision altogether would be unpopular and would lose the Council up to £38,000 a year in rental income. A replacement building would have to fit within the master plan for the park and a facility of the same size would require substantial funding. There are no obvious locations for a replacement. A limited kiosk type operation could possibly be run from the Temple but only if current plans for the Temple were further adapted.

### **Moving park offices**

Parks staff currently occupy the whole of the service wing which provides offices, storage and toilets for the Park Manager, the Park Development and Education Officer and Park Rangers. A number of proposals would displace these staff and it is important that they are found alternative accommodation within the park. The options are

- The Stable Block assuming that the depot moves elsewhere
- The Temple
- Norwood Lodge – this is only an option if the depot does not move here
- The Changing Room Block – existing plans would have to be amended to provide office and storage space and funding found for the works

These are all practical options in terms of service delivery and it may be that a combination of parts of these could also provide a solution.

In terms of the overall business plan for the buildings, any use by staff would, of course, incur cost for the Council and preclude use for any other income generating purpose.

### **Landscaping the area around the Hall**

No significant investment in the Hall would be complete without some matching investment in its surrounds so that the approaches to the Hall are of a comparable standard and provide an appropriate setting. Some initial ideas for improving the landscape are included in Appendix 2.

## **COMPATIBILITY AND ACCEPTABILITY**

Over and above the possible changes which might be required to achieve the Council's objectives, there will also be issues of compatibility and acceptability. Whether or not a potential use is viable in physical and business terms, a judgement will need to be made as to whether the impact it might have is compatible with the overall vision for the park or whether it might interfere with general use and/or change the ambience and atmosphere of the park.

These are to a large extent judgements for the Council to make about proposals as they arise. However, the Council may wish to rule out certain types of use by setting some parameters on issues such as noise and excessive vehicle movements which could disrupt the enjoyment of the park by other users. It may also wish to pre-empt and rule out some possible offers of use on the basis of its own policies for Council buildings, its view of what is not acceptable for a park environment or what it does not wish to be associated with – a casino or a nightclub, for example.

## **9 WORKS, REQUIRED INVESTMENT AND FUNDING**

### **9.1 INTRODUCTION**

The analysis and discussion above has examined the potential of the buildings themselves to be adapted to different uses, the markets for new use and the impacts on the park of any necessary associated change. However, even for schemes which are able to successfully meet all the various demands which have been identified, the main determinant of whether or not they can proceed will be their financial viability. The Council has no capital to invest and is seeking to reduce its revenue input. Any scheme, therefore, has to be self financing and at no risk to the Council.

This section deals with capital costs and the following section with revenue impacts. Preparing costs without definitive schemes is difficult and at best these can be illustrative only. Capital costs, in particular will depend heavily on the standard of work and the level to which conservation guidelines are taken into account.

The only firm basis on which costs can be prepared is on the assumption of the inclusion of a high standard of conservation work and this is generally the basis – unless otherwise indicated – on which the costs below are presented.

### **9.2 CORE REQUIRED WORKS**

#### **9.2.1 Brockwell Hall**

The Hall benefits from being occupied and is in reasonably good general condition. There are no obvious works required in order to allow it to continue in operation over the next 10 years. However, good continuing maintenance will be needed and some additional structural works should be expected. It is recommended that £20,000 per year is set aside to meet these needs. This will simply ensure that there is no significant deterioration in the condition of the Hall which may lead to higher costs at a later date.

There are many other works short of full restoration which are desirable simply to allow some improvement in standards and prevent the interior of the building from further decline. Such works would include improvements, replacement of light fittings, some work to windows, redecoration and replacement of carpets. No detailed schedule of works has been identified but a broad estimate suggests that the Council should ideally be spending somewhere in the region of £100k over the next 10 years to prevent further slippage in the overall standards of provision.

#### **9.2.2 Stable Yard**

The Stable Yard has been completely taken over by the depot and its associated buildings. In its current state it is unsuitable for any other purpose and there is no value or need in investing in improvement whilst the depot remains. If the depot moves, the yard will need a complete overhaul to adapt it for other uses. This work is, however not essential and the costs are included in 9.3 below.

### 9.2.3 Stable Block

The Stable Block is in reasonable structural condition and, like the Stable Yard, whilst it remains a depot base there is little point in investing a great deal of money in it. However, it does have to be well maintained to prevent physical decline and it is recommended that £7,500 per annum is set aside for this purpose.

### 9.2.4 The Temple

The Temple is to be completely renovated as part of the HLF Phase I scheme and no further works are required. A continuing maintenance budget of £2,500 per annum should be allowed.

### 9.2.5 Norwood Lodge

The Lodge is to be made watertight as part of the HLF Phase I scheme and will require a small amount of continuing maintenance until a long term solution for the building is found. It is recommended that £3,000 per annum is set aside for this purpose.

If all of the above recommendations are followed, the Council will spend a total sum of £430,000 on the buildings over a 10 year period. This sum will form part of the assessment of scheme financial viability in Section 11 below.

## 9.3 ADDITIONAL SCHEME COSTS

The core required works in 9.2 above will provide basic functional buildings but ones that will show little advance over the current provision and require substantial further investment in order to make them suitable for significant usage development. In particular, full heritage restoration of buildings will add considerably to costs. In addition, as noted elsewhere, any scheme may involve a number of ancillary works to the park and these costs will need to be taken into account in any scheme evaluation.

The table below sets out a series of indicative costs for various works which create an initial framework for consideration of the project:

<b>Works</b>	<b>Cost £</b>
General external renovations to Hall	140,000
External renovations to steps, ironwork, brickwork and paving	56,000
Full internal heritage restoration of the main hall ground and first floors	619,200
Full internal heritage restoration of the service wing ground and first floors	378,000

**Brockwell Park Historic Buildings – Feasibility Study of Future Use**

Adding new WC's to Hall	80,000
Renovating the Hall basement to provide WC's cloakroom and storage	411,400
Installing disabled ramp to Hall entrance	70,000
Installing ground to first floor lift to serve main hall and service wing	210,000
Moving the cafe to the stable yard and creation of kitchen / storage in service wing	428,000
Clearing the stable yard of modern buildings, repaving, fitting and equipping to allow public performances	133,000
Removing some of the internal partitions in the Stable Block, reconfiguring rooms and general refurbishment	450,000
Lighting the park from Herne Hill entrance to the Hall	74,000
Landscaping the area around the Hall including creation of small car park	478,000
Renovation of Norwood Lodge	58,000
Moving the depot to Norwood Lodge including renovation of the Lodge	426,000

These costs are at March 2011 prices inclusive of preliminaries, contingency and professional fees but exclusive of VAT. Allowing for the necessary planning and approval times, it seems unlikely that any works would start on site in under two years. Given the current upward inflationary trends, these sums should be expected to increase over a two year period.

From the above, it can be seen that a full restoration of all buildings, the yard and the Hall's landscape setting is likely to cost in excess of £3.3m and completion of further ancillary works to move the depot and light the route from the Herne Hill entrance to the Hall would cost an additional £442k.

Over and above these sums there may be further fitting out works dependent on the end use.

### 9.3 REQUIRED INVESTMENT

The costings above show that there is a wide range of potential investment requirements to bring the buildings back into economic use. The most basic refurbishment of the main hall only is estimated at £100k and an all embracing comprehensive scheme involving all buildings, knock on impacts and ancillary works to the park is likely to exceed £3.5m plus any specialist fitting out costs.

Even if the Council's conservation and access requirements are seriously downgraded, in any development there will have to be some basic compliance with DDA and with listing conditions. There will also be a need for toilet provision. Schemes from external end users will vary enormously but it is roughly estimated that any user wishing to bring the main hall only [ground and first floors] back into full service use would have to fund around £300k of works. This excludes installation of a lift and would only provide a basic restoration of part of the building only.

Lighting the park and basic landscaping and car park provision would add another £200k

The users own fitting out requirements could range between £75k and £200k.

An incoming operator on this basis will be required to make an initial investment of up to £700k. If the Council places higher specification demands on building works or wants a contribution to other works, this will rise.

Other investment will to some extent be scaled to match the importance of the setting to the nature of the operation. For weddings and conferences, for example, where the quality of the restoration will be a major determinant of use, an appropriate restoration of the main hall [exterior, landscape, ground and first floors] is more likely to be in the region of £1.8m.

Any scheme that involves the moving of the depot would require a further £426k and construction of a replacement cafe elsewhere in the park would add up to another £400k.

These are substantial sums and the Council is unwilling to make any contribution to the cost. That means that they would have to be met entirely as part of the business plan of a new end user or by some form of external funding.

The Council will undoubtedly wish to reduce these costs wherever it can in order to attract interest but, even so, the obligation to bear 100% of any required investment may well in itself rule out a number of potential investors and will be a major determinant factor in what is and is not viable for the Council to pursue.

### 9.4 EXTERNAL FUNDING BODIES

The Council can apply to external funding bodies to support the restoration. However, there is effectively only one funder - the Heritage Lottery Fund [HLF] - which is likely to

provide any significant funding opportunity. The context for HLF funding applications is currently good as general public expenditure cuts have made organisations unable or reluctant to invest in developing schemes or to find match funding. At the same time ticket sales and the easing of the pressure on Olympics funding mean that the HLF actually has more funds to distribute. Recent awards by HLF have been less competitive than in the past and have increased in scale – up to 95% in some cases.

HLF has already commented favourably on the Council's aspiration to raise the profile of the historic buildings in the park and bring them back into full use. This augurs well but the Council will still need to consider the following factors before relying on a strategy which was entirely dependent on HLF funding.

- The funding application process is slow and it would be at least 18 months to 2 years from the start of the process before the Council received a firm funding decision.
- The current availability of funding could change
- HLF would want any works to the buildings to be set in the context of the whole park development plan to which it has already made a substantial funding contribution.
- The end use of the buildings would be an important part of any application with HLF looking for as strong an element as possible of heritage related and/or community use
- A successful HLF scheme will require very high standards of restoration and is likely to be at the top of the range of potential costs

If the Council wished to adopt a strategy based on HLF funding, an optimum scheme and profile of end use would be comparatively easy to identify both because of the need to comply with funding conditions and the presence of a number of examples of successful applications for historic building restoration in London parks. Development of a potential scheme is further considered in Section 15 below. A working sum of £3.5m to £4.0m, is in line with similar HLF funded schemes elsewhere has been identified to achieve a comprehensive schemes to restore and bring back into HLF approved use all of the park historic buildings.

If the Council is to explore HLF funding as an option it is strongly recommended that it approaches HLF for advice once it has determined a clear plan for the future of the buildings.





## 10 MANAGEMENT OPTIONS

### 10.1 CONTINUATION OF THE STATUS QUO

Brockwell Park already has a Park Manager and a Development and Education Officer. Unless the entire building portfolio is sold or let to an external organisation, it is assumed that these two posts will continue to have a major role in the future management of the buildings. The current input of these two posts to the buildings is quite limited. The Park Manager is in the process of clearing the Hall of redundant storage and commissioning minor improvement works. The Development and Education Officer coordinates bookings for Hall rooms but these are infrequent and unpaid for. The time taken up by this work is insignificant. There is necessary liaison with current occupants of the buildings – Veolia, Art Works Direct and First Come First Served.

Different potential uses or combinations of use may add to the existing management workload and may demand new skills. Those options which are most likely to increase the demand for additional management input are

- The need to market the buildings for hire
- Facilitating a wide range of events from weddings to exhibitions to performances and liaising with various partners
- Liaising with and acting as landlord to any permanent leaseholders
- Providing in house activities and exhibitions

Dependent on the scale of the responsibilities, some additional resource may be required. This is most likely to be some form of administrative support to the existing posts. At the top end of the range of possibilities, consideration may need to be given to the creation of a new post of Park Buildings Manager.

Within the terms of the brief any additional staff resource could only be introduced if there was a high level of certainty that it would pay for itself through additional income generation. This certainty could only be reached through the preparation of a detailed business plan.

If any proposal is made to the HLF for funding, it will need to be borne in mind that for similar projects elsewhere HLF has always been very sensitive to the need to have a single integrated management approach to park and buildings. The Council will need to demonstrate through its management proposals that there will be a holistic and joined up approach to the whole of the park and its services. This tends to exclude, for example, having the buildings managed on a hire basis by a central Council asset management team. Where separate building managers are appointed, HLF tends to prefer these as integral to the park management structure and not reporting through an external management structure.

## 10.2 LOCATION OF PARK MANAGEMENT

In order to optimise the use of the buildings and to attract as wide a range of offers as possible, the two parks officers may have to be relocated elsewhere. Any relocation will still have to be within the park as it is difficult to see how the officers could fulfil their roles without being based in the park. The most obvious relocations would be either to the Stable Block or the Temple.

Whilst both of these could provide satisfactory office space, some difficulties may arise if the Council retains a very active role in managing the hall and its activities on a day to day basis. In such circumstances, it will be worthwhile considering the retention of a Council office somewhere within the Hall. If the option of a Park Buildings Manager was pursued this post would have to be located at the Hall.

## 10.3 FACILITY MANAGEMENT CONTRACT

The Council may wish to invite offers to transfer the management of the buildings to an external operator on a similar basis to Fusion's contract to manage the Brockwell Park Lido. Indeed, it could form an extension of the existing Fusion contact although initial discussions with Fusion have not produced a positive response to this idea. An external operator would assume all management responsibility for the buildings as well as all operating costs including utilities and day to day maintenance. In return, the operator would retain all income.

This could be an attractive option in that it would eliminate risk to the Council and bring financial certainty. Whether or not an external operator could bring necessary investment capital and/ or be able to significantly improve on the current subsidy levels for the house is unclear and would need to be tested in the market.

There are no companies that specialise in this kind of work although there is a market in related areas such as theatres, libraries and leisure facilities which require similar skills. There are no examples from other London boroughs of such an arrangement although there are examples such as Forty Hall in Enfield where catering/ weddings/ receptions are linked into a single external contract. However, Forty Hall has the advantage of a purpose built banqueting suite where the main focus of the contract lies.

At a very basic level, the Council could simply extend the range of responsibilities within the cafe lease for the Hall to include administering room hire. This would relieve the Council of the burden of finding additional resources but net resultant net income for the Council is unlikely to be high.

## 10.4 A PARTNER NETWORK

As an alternative to a contract with a single external operator, whilst retaining overall management responsibility itself, the Council could develop a network of partnership arrangements with specialists in particular aspects of operation. These could include

- A wedding and social events organiser
- An estate agent for office and other lets
- A corporate hire agent
- An arts programmer
- A cafe operator/ caterer

The Council would still have a role in coordinating and managing these partners and retain responsibility for the operational costs of the house. However, it would have a dedicated and specialist team looking to maximise use and income in each of their specific areas.

## 10.5 A TRUST

A further option which the Council wishes to explore is the possible development of a management trust. This could take one of two basic forms

- A trust whose function is facility management only through a lease or long term agreement similar to arrangements with leisure centre operators. In this case, the Council is still likely to retain a large amount of responsibility for the fabric of the buildings and some control through the management agreement over what happens within them.
- A trust to whom the Council gifts, sells at a notional cost or grants a minimum of a 30 year controlling lease at a peppercorn rent. In this case the Council would relinquish all responsibility for the buildings but runs the risk of losing a large amount of control over their future. The Council may also find it difficult to justify disposal of an asset in this way unless it can clearly indicate an economic advantage to the borough.

The general advantages of a trust arrangement would be

- Transfer of management responsibility and operational costs
- Community involvement and support
- Trustees who are motivated and committed to the success of the buildings
- Some potential VAT and NNDR savings
- Potential for volunteer input at no cost

The disadvantages would be

- A trust would offer no investment funding
- The cost of creating a separate trust staff structure
- Finding trustees with sufficient expertise to make the arrangement work
- Some loss of control over the buildings' future
- Potential dependence of a trust on a few committed individuals
- If a trust failed financially the Council would almost certainly have to step in with some form of financial support
- The length of time it may take to set up a trust with no guarantee that the trust will eventually be formed

- The costs involved in setting up a trust, mainly legal, which would have to be borne by the Council. Assuming that the Council did not have the necessary in house expertise, external advisers could cost between £25k and £50k

It is difficult to see how the formation of a trust in itself would help to deliver the terms of the brief. A newly formed trust would have no access to funds although presumably the rental from the cafe would transfer. Its access to grant aid would be little better than the Council's.

The only way a trust is likely to succeed is if there is a long term transitional plan in which the Council initially made over the whole of the current budget provision for the buildings to the trust in the form of a subsidy. An agreement would be made for the trust to work to reduce the subsidy over a period of say 10 years. The Council would also have to commit to support the trust to seek grant aid particularly from HLF. This is likely to involve additional expenditure by the Council.

Experience elsewhere suggests that the setting up of a trust from scratch may be a lengthy and difficult process. Efforts to create a trust in similar circumstances for Clissold House in Clissold Park, Hackney, for example, went on for several years in the 1990's and in the end failed. Appendix I shows that the only comparable trust arrangement in other London parks is at Lauderdale House in Waterlow Park, Highgate, but, as stated elsewhere, Lauderdale House has many advantages – particularly its location – which have allowed it to succeed but which do not apply to Brockwell Park.

Consultation showed that there is a seed of interest among existing park stakeholders – Friends of Brockwell Park, the MAD Group, Whippersnappers, Herne Hill Forum. Their interest is driven mainly by their desire to see the buildings retained for community use. These groups are not coordinated in any way although there is an umbrella organisation – Brockwell Park Community Partners – which brings most of them together. There is no ready made trust operation in the local community that could simply expand its role to embrace the park buildings. A new trust would have to be formed and it is likely to be the Council, at least in the first instance, who would have to take the initiative to promote and support the necessary processes.

# 11 REVENUE IMPACTS

## 11.1 CURRENT COSTS

The Council keeps no complete separate accounts for the park and there is no practical way to identify specific costs relating to the buildings. This creates a difficulty because at the core of the financial part of the study is the need to compare current costs for the buildings against the revenue cost of any future change of use. A clear benchmark needs to be established. In the absence of definitive information, a current cost base has been established through a combination of such information as is available, comparison with costs for similar operations where they are known and best estimates where there is no information available.

The assumed cost base is set out below.

### Brockwell Hall

<b>Expenditure</b>	<b>£</b>
Maintenance	20,000
Electricity	3,000
Gas	4,000
Water	700
NNDR	6,000
Insurance	6,500
Cleaning [staff and materials]	3,500
<b>Expenditure Total</b>	<b>43,700</b>
<b>Income - Cafe rental</b>	<b>(38,000)</b>
<b>Net Cost</b>	<b>5,700</b>

### Notes

Costs relate to operation of the buildings only and do not include any employment or associated costs [e.g. IT/ telephones] relating to parks staff working within the building which will continue whatever future option is pursued.

Under the current lease, the rental sum of £38,000 for the cafe will apply from 1 April 2013.

The cafe operator pays all relevant utilities/ NNDR costs, has an obligation to periodically decorate the cafe premises and should pay a "fair proportion" of any relevant maintenance for the cafe rooms although how forcefully these obligations are enforced is not clear.

Maintenance sums for all buildings are based on the figures in 9.2 above.

Insurance is a notional sum included on the assumption that this level of saving would be made if the Council did not have to insure the building.

### Stable Yard and Stable Block

<b>Expenditure</b>	<b>£</b>
Maintenance	7,500
NNDR	1,800
Insurance	2,500
<b>Expenditure Total</b>	<b>11,800</b>
Income	0
<b>Net Cost</b>	<b>11,800</b>

#### Notes

All operating costs including utilities are borne by Veolia as part of their grounds maintenance contract

No costs are included for operating the public toilets which it is assumed will continue in some form as part of any future schemes and are therefore treated as being neutral in any comparison.

### The Temple

<b>Expenditure</b>	<b>£</b>
Maintenance	2,500
Electricity	500
Gas	800
Water	400
NNDR	1,500
Insurance	1,500
<b>Expenditure Total</b>	<b>7,200</b>
Income	0
<b>Net Cost</b>	<b>7,200</b>

#### Notes

The building is currently used only by ArtWorks Direct who pay no rent.

No costs are included for operating the public toilets which will continue as part of any future scheme and are therefore treated as being neutral in any comparison.

### Norwood Lodge

<b>Expenditure</b>	<b>£</b>
Maintenance	3,000
Electricity	200
Water	400
NNDR	1,200
Insurance	1,500
<b>Expenditure Total</b>	<b>6,300</b>
Income	0
<b>Net Cost</b>	<b>6,300</b>

#### NOTES

The building is unoccupied and unused.

#### **OVERVIEW OF CURRENT COSTS**

The total sum of the above net costs is £29,500. Almost all of the costs are unavoidable and there is little in practice that the Council can do to reduce this cost base further within the context of the current state of the buildings and their continued operation as they are.

What is most striking is how low the net cost of the Hall is. However, this is not altogether surprising as the cafe operation and service wing staff operation are excluded from costs. When these are discounted, these are only general landlord costs and shared operational costs to take into account and these are balanced against the quite reasonable income from the cafe.

Likewise the Stable Block incurs little cost for the Council because all of its day to day operational costs are met by Veolia.

### **11.2 POTENTIAL REVENUE CHANGES**

A number of options for the future of the buildings are presented in Section 6 above and several more could be identified. Each of these will have its own set of potential sub-schemes and variations. There will be further options for the way in which different partial schemes are combined with each other and overlaying this, as Section 10 indicates, there are numerous options for the future management of the buildings. Until a specific proposal or a small number of options is identified, it is not possible to prepare a detailed revenue comparison of various schemes. However, the broad impacts of all potential schemes will follow the same profile. They will comprise

- The transfer of costs elsewhere so that they no longer form part of the Council's budget - utilities costs for example.
- Reduction of operational costs through provision of more efficient buildings. This may be difficult partly because current spending is already low and partly because

if more of the building is brought into use under the Council’s management operating costs will increase.

- Reduction of maintenance costs as renovation creates more sustainable buildings. Refurbishment to a high standard will reduce the Council’s exposure to ad hoc structural repairs but current maintenance standards [fittings/ redecoration etc.] are low and improvement may in itself create upward pressure on budgets to maintain the standard achieved.
- Increase in income. The only income currently achieved is from the cafe rental. All of the identified uses will be income generating in some form but several may displace the cafe and the benefit will only be the difference between the cafe income and the new activity income unless the cafe is replaced elsewhere.

The most certain of these to deliver benefit to the Council are the transfer of costs elsewhere and the guarantee of net additional income. Where operational and maintenance costs increase through higher use and higher standards of maintenance, these would need to be more than matched by higher income in order to provide any benefit.

## 11.3 INDICATIVE REVENUE SCENARIOS

### 11.3.1 Introduction

As stated above, it is not possible to cost outcomes with any certainty until a firm detailed proposal is made. However, the Council does need to have some indication of the scale of likely impacts of different schemes. To illustrate this and, in particular, to show how costs are likely to be affected by different proposals, indicative costs for a small number of representative scenarios are set out below.

**All Proposal costs relate solely to the residual costs retained by the Council. All costs are at March 2011 prices.**

### 11.3.2 Brockwell Hall

#### Sale

<b>Expenditure</b>	<b>Current £</b>	<b>Proposal £</b>
Maintenance	20,000	0
Electricity	3,000	0
Gas	4,000	0
Water	700	0
NNDR	6,000	0
Insurance	6,500	0
Cleaning [staff and materials]	3,500	0
<b>Expenditure Total</b>	<b>43,700</b>	<b>0</b>
Cafe rental	<b>(38,000)</b>	<b>0</b>



<b>Net Cost</b>	<b>5,700</b>	<b>0</b>

### Revenue Impact

The revenue cost benefit to the Council is £5,700 per annum and sale will also generate a capital receipt. If part of the receipt is used to replace the cafe on a similar scale to the existing, the benefit will increase to £43,700 per annum.

### **Restaurant or Health and Beauty Centre on ground and first floors [or part of this area] of Main Hall. Service Wing remains as current.**

<b>Expenditure</b>	<b>Current £</b>	<b>Proposal £</b>
Maintenance	20,000	15,000
Electricity	3,000	2,500
Gas	4,000	3,200
Water	700	400
NNDR	6,000	4,000
Insurance	6,500	6,500
Cleaning [staff and materials]	3,500	2,500
<b>Expenditure Total</b>	<b>43,700</b>	<b>34,100</b>
Cafe rental	<b>(38,000)</b>	<b>0</b>
New operation rental		<b>(45,000)</b>
<b>Net Cost</b>	<b>5,700</b>	<b>(10,900)</b>

### Notes

The impact on costs is modified by the fact that the new use takes up space currently allocated to the cafe and rooms which are at present unused.

### **Revenue Impact**

The net annual benefit to the Council will be £16,600. However, this is highly dependent on achieving the rental target.

### **Main Hall [ground and first floors] and Service Wing [ground and first floors] entirely used for office rental. Managed by Council.**

<b>Expenditure</b>	<b>Current £</b>	<b>Proposal £</b>
Maintenance	20,000	20,000
Electricity	3,000	6,500
Gas	4,000	7,000
Water	700	900
NNDR	6,000	8,000
Insurance	6,500	6,500
Cleaning [staff and materials]	3,500	8,000

<b>Expenditure Total</b>	<b>43,700</b>	<b>56,900</b>
Cafe rental	<b>(38,000)</b>	<b>0</b>
Office /studio rentals		<b>(75,873)</b>
<b>Net Cost</b>	<b>5,700</b>	<b>(18,973)</b>

Notes

Assumes that as part of the rental agreement, the Council meets all service costs.

Rental income is calculated as follows

3,832 sq ft of lettable space x £22 per sq ft per annum fully inclusive rental less 10 % vacancy rate

Revenue Impact

Because the Council retains all service costs and loses the cafe income, this option has a limited revenue benefit which would depend heavily on achieving the occupancy target. It also requires the Council to make some investment in the building. If the level of investment required was £500k and depreciation over 25 years was added to the equation, the annual profit would reduce from £18,793 to a deficit of £1,027.

Rental will vary according to the market and to the quality of the product on offer.

If the Council chose to hand the operation over to an office management company, its rental return would reduce by up to 50% but it would make comparative cost savings and eliminate any risk in the operation.

**Wedding/ Conference/ Training/ Community use on ground and first floors of Main Hall. Service Wing rented as offices. Managed by Council.**

<b><u>Expenditure</u></b>	<b><u>Current £</u></b>	<b><u>Proposal £</u></b>
Maintenance	20,000	20,000
Electricity	3,000	4,500
Gas	4,000	6,000
Water	700	900
NNDR	6,000	8,000
Insurance	6,500	6,500
Cleaning [staff and materials]	3,500	6,000
Additional staffing		18,000
Marketing		4,000
Furniture and equipment		3,000
<b>Expenditure Total</b>	<b>43,700</b>	<b>76,900</b>
Cafe rental	<b>(38,000)</b>	<b>0</b>

Weddings and Receptions		(24,400)
Other social events		(2,400)
Corporate Hire		(7,840)
Community Hire		(4,500)
Service wing office rental		(25,977)
<b>Income Total</b>	<b>(38,000)</b>	<b>(66,117)</b>
<b>Net Cost</b>	<b>5,700</b>	<b>10,783</b>

### Notes

Cafe income is lost because the prime rooms required for receptions/ training etc. will be the spaces currently occupied by the cafe. It is difficult to see how such a scheme could be made to work using first floor rooms only. 15.3. 5 below explores a possible HLF scheme in which this issue is resolved by moving the cafe to the Stable Yard as part of a much more extensive project.

Additional staffing costs – part administration/ part supervision - would be adjusted to the scale of the operation.

Income calculated as follows. All sums are net of VAT.

Weddings – 20 per year x £320 = £6,400

Receptions – 15 per year x £1,200 = £18,000

Other social events – 10 per year x £240 = £2,400

Corporate hire – 8 room hours per week x £28 per hour x 35 weeks = £7,840

Community hire – 10 room hours per week £10 per hour x 45 weeks = £4,500

Service wing office rental – 1,312 sq ft of lettable space x £22 per sq ft per annum fully inclusive rental less 10 % vacancy rate

### Revenue Impact

Although on the surface this does not look like a beneficial option, it has a large number of variables within it which if properly controlled and adjusted could make it beneficial. Its biggest advantage over other options is that the worked income example is based on only 6% of capacity being used. There is a large amount of potential to drive income up. For example, if an organisation hired all of the main hall ground floor and first floor rooms for a single 7 hour day, the charge could be as high as £950. Ten of these per year would yield the Council another £9,500.

Hire prices will also be hugely dependent on the quality of what is on offer. The higher the level of initial investment and quality of presentation, the higher will be the potential charge.

This option can only be meaningfully costed in the light of an investment plan and a full business plan.

## Overview

Compared to existing costs, none of the above options other than total rental as office space, even sale, offers a substantial improvement on the Council's current revenue position. This is largely due to the need to accommodate the loss of cafe income and the fact that bringing unused parts of the building back into use will increase expenditure in some options.

All of the above options, other than sale, require investment and income levels will be linked directly to the quality of restoration works undertaken. None of the cost of this investment is taken into account and, were it to be included in the assessment, the level of benefit would change considerably.

### **11.3.3 Stable Block**

#### **Rental as Studios. Managed by Council.**

<b>Expenditure</b>	<b>Current £</b>	<b>Proposal £</b>
Maintenance	7,500	7,500
NNDR	1,800	1,800
Insurance	2,500	2,500
<b>Expenditure Total</b>	<b>11,800</b>	<b>11,800</b>
Rental Income	<b>0</b>	<b>(7,650)</b>
<b>Net Cost</b>	<b>11,800</b>	<b>4,150</b>

#### Notes

Income calculation:-

850 sq ft of lettable space x £10 per sq ft per annum exclusive of services less 10 % vacancy rate

#### Revenue Impact

Artists would replace Veolia on the same terms, paying their own service costs, but the Council will receive rent delivering a revenue improvement of £7,650 per year excluding any investment costs.

### **11.3.4 The Temple**

#### **Available for community hire. Managed by Council.**

<b>Expenditure</b>	<b>Current £</b>	<b>Proposal £</b>
Maintenance	2,500	2,500
Electricity	500	1,000
Gas	800	1,200

Water	400	400
NNDR	1,500	1,500
Insurance	1,500	1,500
<b>Expenditure Total</b>	<b>7,200</b>	<b>8,100</b>
Rental Income	0	(2,240)
<b>Net Cost</b>	<b>7,200</b>	<b>5,860</b>

Notes

Income calculation:-

8 room hours per week @ £8 per hour x 35 weeks = £2,240

Revenue Impact

The size of rooms and unavailability after dark are likely to limit the appeal of the Temple but even at this low level of use it could provide a cost benefit. One single regular user of the whole building for two hours twice a week [£2,496] would more than double the projected income.

The unfurnished rental value of the space on an annual lease excluding services at £10 per square foot would be £3,230.

**11.3.5 Norwood Lodge**

**Rental as Unserviced Offices. Managed by Council.**

<b>Expenditure</b>	<b>£</b>	
Maintenance	3,000	3,000
Electricity	200	0
Water	400	0
NNDR	1,200	0
Insurance	1,500	1,500
<b>Expenditure Total</b>	<b>6,300</b>	<b>4,500</b>
Rental Income	0	(6,324)
<b>Net Cost</b>	<b>6,300</b>	<b>(1,824)</b>

Notes

Income calculation:-

527 sq ft of lettable space x £12 per sq ft per annum rental on annual lease

### Revenue Impact

This option produces a net benefit of £8,124 per annum.

#### **11.3.6 OVERVIEW OF REVENUE IMPACTS**

The examples above represent only a small sample of a wide range of possibilities and within these there are numerous potential sub-options and a long list of variables making it difficult to make definitive statements about revenue benefits. However, they are useful indicators of how money might move between the status quo and a new regime and the levels of income that might be generated.

Losing the cafe clearly has a major influence on outcomes as does the fact that increased use will bring, or only be generated by, increased cost.

The risk attached to some of the income projections will have to be taken into account in any firm business plan but this can only begin to be assessed when a firm scheme is in place.

The above costs are generic costs not based on any specific scheme. They are, therefore, liable to variation to match the parameters of a final scheme.

The clear message from other sections of the report is that the ability to market the buildings to prospective users will be heavily dependent on the level and quality of investment made. It will also depend on overcoming the barriers to use and resolving the knock on impacts that are identified elsewhere. The section below on Financial Viability below joins together the two strands of investment and revenue impact.

## 12 FINANCIAL VIABILITY

Section 9 and Section 11 above deal separately with the investment requirements and revenue impacts of possible future schemes for the buildings. Neither of these on its own gives an indication of financial viability. Both elements have to successfully combine to make a scheme viable.

There are two aspects to viability. A scheme has to be viable to an external end user/funding body and to the Council. Only if it passes both tests is it of value to the Council. These dual perspectives of viability are considered separately below.

### **Operator Viability**

The viability of external proposals can only be tested by operators themselves who will have their own business models against which to assess any proposals. At the most simple level an investment must produce a reasonable level of return and the risk involved must be manageable.

The above analyses show the difficulties which external individuals may face in trying to make the equation work. The cost of capital works is pushed up by listed building status and by the absence of such basic facilities as toilets in the Hall. Disabled access will add another layer of cost. If a business relies on vehicle access and after dark opening yet further costs will need to be met. Costs may quickly escalate towards £1m much of which bears little direct relation to the business set up itself.

For many potential uses, the burden of carrying all these additional responsibilities may well stop a potential scheme in its tracks. The Council will need to recognise this and do all that it can to counter these disincentives. It may have to take a liberal view on park operation policy and standards of restoration in order to allow operators to present viable proposals.

For external funding bodies, viability is focused on the value for money which a scheme represents in delivering its own objectives and in being reassured that there is a secure enough business plan to meet the service commitments which the scheme makes.

### **Council Viability**

For the Council, viability means

- Not having to make a capital contribution
- Not increasing and preferably reducing the revenue cost of the buildings

Although it is comforting and risk free for the Council to set these parameters, they may severely limit the scope of what can be achieved. If necessary operator investment is too high to produce a viable proposal or value for money too low to attract external funders, it will be difficult to make any progress at all. In such circumstances, the Council will need to consider whether undertaking some works itself may not in the longer term be financially worthwhile in unlocking the process.

There will also be a direct correlation between levels of capital works and returns. The Council may find itself in the position of having to choose between the two. It is not unusual in such circumstances for example, to offer a rental waiver or reduction in the early years of an agreement in order to reach required levels of investment.

The examples in Section 11 above show how delicately the issue of revenue benefit for the Council is poised. Because the Council already spends little on the operation of the buildings and in many scenarios will retain key landlord responsibilities, the profile of Council expenditure may show little significant change. On the income side, any new use which displaces the cafe, occupying the prime usable space in the Hall, will need to make up the loss of the £38k per year cafe rental before it begins to provide any benefit to the Council. If we add into the mix the potential for rental waivers, there will be strong pressure on many schemes to deliver viability certainly in the short term. The Council may wish to take a longer term view of viability – say over 10 years – in order to get over some of these initial hurdles.

Council investment is not presented as an option but there may well be lower level schemes which would provide a return to the Council over a 5 year period - simple redecoration of the unused main hall first floor rooms and making them available for hire, for example. Some cosmetic improvement of the service wing may allow the Council to raise its rates if it wished to rent this as offices.

### **Planning for Viability**

Before it embarks on a fixed plan for the buildings, the Council will need to consider ways in which it can increase viability for external users and be clear about its own criteria for viability.



## 13 NECESSARY COUNCIL DECISIONS

The study has revealed a complex network of possibilities and options. To narrow these down to a manageable base from which a future plan can be developed, the Council must make a number of decisions and establish a firm position on a number of issues. These include

- Is outright sale an acceptable solution for any or all of the buildings?
- Does the Council rule out any investment of its own whatsoever even if it secures future revenue benefits?
- Conversely, would the Council accept some increase in revenue input if it secured a major investment in the buildings through, for example, an HLF grant
- Does the Council accept do nothing as an option even if in the longer term this leads to a higher level of eventual investment as the condition of the buildings declines?
- Does the Council wish to set compatibility and acceptability conditions for potential uses and users?
- Are there specific uses and options which the Council wishes to rule out from the start on policy or practical grounds?
- Given the economic conditions in which the Council is trying to achieve its objectives, does the Council have a specific timescale within which it wishes to achieve a solution i.e. would “mothballing” until conditions improve be an option?
- Is there a depot solution which could cost less than a wholesale move of the current operation to another location within the park?
- Is the Council prepared to accept lighting and after dark access to the park from the Herne Hill entrance to the Hall?
- Is the Council prepared to accept an increase in public vehicle movements in the park and the provision of car parking on either a permanent or temporary basis?
- Is the loss of a cafe operation or its downscaling in order to free up prime parts of the Hall an option?
- How flexible is the park master plan in its ability to adapt to additional requirements arising from any buildings scheme?
- What is the likelihood that the Changing Room Block scheme will proceed?
- Is the Council prepared to invest funds and human resources in trying to develop a trust option?

- Is the Council prepared to invest resources in marketing the buildings to potential external users? Is there an upper limit on any resources available?

In answering these questions, the Council will be able to further define its position in relation to the future of the buildings and prepare a definitive statement of policy which will guide any future action plan.

## 14 SHORT TERM SOLUTIONS

This appraisal has focused on long term solutions for the buildings. However, some of these may take a considerable amount of time to come to fruition because of lack of availability of funding, the length of process required to find external partners or the complexity of negotiation before final agreements are made with external users. The Council is keen to make progress in bringing the buildings back into full use and maximising income from them. Some interim measures may be possible pending the securing of a long term solution.

The most obvious of these is to try to bring the Picture Room and three main first floor rooms back into regular use. These rooms are in occasional use by Council officers for meetings and for some community activities. A small investment in redecoration, furniture and fittings could open up these rooms up for more use pending a long term solution for the Hall and may generate some income for the Council. This could be done room by room as existing revenue budgets allow. Consultation suggested that there is interest in hiring or at least using rooms even in their current poor condition.

In order to promote use of the rooms the Council will need to provide some form of booking facility, supervision and cleaning service. At a low level of use, this can probably be accommodated within the current operation but at some point additional cost may be incurred. The Council will need to be assured that this would be at least covered if not exceeded by any income that might be generated.

The Council could also carry out a limited marketing exercise to find a short term occupant or business partner. However, the scope for this will be severely limited by the current restrictions on use, issues with the building such as poor heating and uncertainty over the eventual future of the house. Unless the Council was certain of the timescale for a permanent solution it would be difficult to enter a commitment without the ability to end an agreement at short notice. This may also limit the market.

There is a secondary advantage in trying to bring rooms into use now in that it will test the market and help to firm up information on the kind of interest there is in the Hall. It will also be of help to an HLF bid to show that the Council is actively trying to bring the Hall into use and that there is already a core of community support for future use.



# 15 POSSIBLE WAYS FORWARD

## 15.1 GENERAL

The future of the park's historic buildings raises complex issues and evidence from elsewhere suggests that they may not be easily resolved. It is important that the Council develops a strategy that is firmly rooted in the reality of what the buildings have to offer and the challenges it will need to meet in finding funding partners who are prepared to invest in the buildings on terms that are satisfactory to the Council.

At this stage in the development of the plan it is not possible to identify a scheme which is guaranteed to provide a comprehensive solution within the terms of the Council's brief. The Council will need to provide answers to the questions in Section 13 before further progress can be made.

It is possible to outline for the Council what the implications of the various developing scenarios which the study has identified are, and these are set out below.

## 15.2 DEVELOPING SCENARIOS

### 15.2.1 Introduction

The study has identified a series of possible scenarios for the future of the buildings. These are

- Sale
- An end user funded scheme
- Council managed development
- An HLF funded scheme
- Do nothing

The implications for the Council of each of these is set out below.

### 15.3.1 Sale

Disposal of any of the buildings would seem to offer an easy solution for the Council. It will provide a capital receipt and provide a revenue saving. However, it is likely to be opposed both by planners and by park users.

A sale would require considerable preparation and a number of operational decisions on behalf of the Council. This would include

- Deciding on any covenants to be attached to a sale
- Resolving issues around park access
- Offering guidance to a prospective purchaser on what alterations they may or may not be allowed to make to the buildings

- Engaging sales agents to act on the Council's behalf

Any decision on sale would clearly be influenced by the likely receipt and expert advice would be required early in the process to assess the sale value and whether this was worth pursuing.

### **15.3.2 An End User Funded Scheme**

If the Council wishes to seek a development partner or to offer a leaseholder the opportunity to pursue their own development of all or part of the buildings, it will need to prepare a marketing strategy which is likely to require external expert assistance. In order to market the buildings, the Council will need to define its position in relation to

- Acceptable types of use
- After dark opening
- Vehicle access to the park
- Car parking
- Optimum length of lease

It will also need to prepare

- An outline specification or set of standards which any works will have to meet.

At the same time, the Council will have to find ways to relieve prospective partners of a too heavy burden of secondary investment costs which would render many business propositions unviable.

### **15.3.3 Council Managed Development**

If the Council is deterred by the conditions surrounding external help either from a private operator or a funding body and chooses to go it alone, its options will be severely by its own lack of investment funding. If the Council still wished to make progress, its options would include

- Using revenue funds strategically to make ad hoc improvements which could bring more of the buildings into use over time
- Relocating existing staff and renting the service wing for offices/ studios as it is currently is
- Relocating the depot outside the park at no cost as part of the grounds maintenance contract retendering and bringing the Stable Block into alternative use in its current condition
- Developing a clear list of priority works to ensure that the Council was in a position to take advantage of any future ad hoc opportunities such as Section 106 funding
- Selling Norwood Lodge and using the funds to invest in Brockwell Hall

Given the scale of costs identified in Section 9 above as necessary to make a notable impact on the buildings, none of these offers much certainty of delivering significant improvement either to the presentation of the buildings or to the Council's revenue position.

### **15.3.5 An HLF Funded Scheme**

At the moment there is a comparatively high success rate among HLF applicants and funding levels of up to 95% are being achieved. The possibility of achieving such a substantial injection of investment funds means that applying to the HLF should have a high profile in the Council's considerations. There is a financial downside in that the Council would have to find match funding. The benefits are, however, substantial.

In order to test the impact of a possible HLF application an outline scheme has been prepared and drawings relating to it can be seen in Appendix 2. The main components of the scheme are

- Full internal and external heritage restoration of the Hall, stable yard and Stable Block
- Full disabled access to the Hall included
- Use of the basement to provide necessary WC's and storage
- Construction of new cafe in the stable yard and adaptation of the yard for performance
- Multi use of the Stable Block for artist studios education and event support
- Full landscaping of the Hall setting including introduction of car parking
- Transfer of the depot to Norwood Lodge
- Necessary access lighting for the park

Such a scheme would provide

- A cohesive vision for the restoration and future use of the buildings
- Continuation of a cafe at the Hall and retention of its income whilst freeing up the Hall's main rooms for other income generating activities
- A high standard of restoration which would allow the Council to maximise income generation
- A major enhancement of park visitor experience
- A resolution the depot issue

Consultation so far suggests that such a scheme would be supported by park stakeholders.

It is expected that a comprehensive scheme would cost in the region of £3.5m to £4.0m at current prices. It would be difficult to achieve better investment value for money as the Council would only pay 5% to 10% of this cost and such a scheme would put in place all of the components necessary to maximise the income generating potential of the buildings. Some indicative revenue costs for such a scheme are included in Appendix 2.

### **15.3.7 Do Nothing**

None of the buildings in the study is under immediate threat and, apart from Norwood Lodge, they are in reasonable condition (the exception being the current condition of the Hall's roof). If the assumptions in Section 11 are correct, the Council is not spending a substantial amount of money on the day to day operation of the buildings and they provide a

base for a number of Council officers and a Council contractor all of whom would need to be relocated to achieve any change of use of the occupied areas. In this sense the buildings are fulfilling a useful purpose at a reasonable cost. The Council may be more comfortable with this status quo than venturing on a risky and time consuming attempt to improve on this.

On the other hand, parts of some of the most attractive buildings in the borough remain unused and they have the potential to be brought into use for a financial and/ or community benefit.

More importantly, in the context of sustainability, literally doing nothing to listed buildings, as has proved the case on numerous occasions elsewhere, often proves more costly in the long run and ultimately leads to a reduction in use.



## 16 NEXT STEPS

The study presents a wide range of options and there is no obvious easy solution for the buildings which the Council could immediately begin to implement. Section 13 lists a number of decisions which the Council must make in order to move forward. The Council's best strategy would be to answer these questions as far as it is able as the start of the next stage of its planning process. This will create a clear policy framework and a set of practical parameters within which further work can be carried out.

Although the Council is not under immediate pressure to take action, there are some timing issues which may be useful to incorporate into any forward plan. These are

- The termination of the current grounds maintenance contract in TBC.
- A break clause in the cafe lease in 2013

The Council may also wish to take into account the current advantageous context for HLF funding which may be time limited.

It may be tempting for the Council to keep its options open for as long as possible or even to pursue more than one option at a time in order to maximise its chances of success. However, this could prove to be more difficult than it may seem. In particular the Council, should bear in mind that

- Partial or short term solutions may prove a barrier to the delivery of more comprehensive or longer term schemes
- The HLF may doubt the commitment of the Council if it is pursuing sale/external partner options at the same time as it is making an application for funding

Potential partners may be discouraged from investing resources in developing proposals if they are aware that the Council may pursue other options

The best course of action is for the Council to develop a very clear vision for the future of the buildings and to set about creating a set of conditions that are most likely to deliver that vision.

## **APPENDIX I HISTORIC HOUSES IN GREATER LONDON PARKS**

<b>Borough</b>	<b>Park / House</b>	<b>Use</b>	<b>Management</b>	<b>Comments</b>
Barking and Dagenham	Valence Park/ Valence Manor House	Local history museum and art gallery	Council	
Barnet	Friary Park	Cafe	Council	Much smaller and less significant house than Brockwell Hall
Brent	Gladstone Park/ Dollis Hill House	Largely unused. In a state of disrepair.	Council and Associated Trust	The Council has been seeking a development partner over a period of ten years. In 2008, it agreed an offer from an organisation called "Training for Life". However, this was heavily dependent on attracting funds from external grants which have not been realised. The Council is now considering demolition.
Bexley	Danson Park/ Danson House	Restored and fully furnished as a period house with paid admission	Bexley Heritage Trust who also manage nearby Hall Place	Funded at great cost by English Heritage before the current HLF regime began. Last project of this kind undertaken directly by EH

<b>Borough</b>	<b>Park / House</b>	<b>Use</b>	<b>Management</b>	<b>Comments</b>
Camden	Waterlow Park / Lauderdale House	Cafe/ arts classes and courses. Arts events, receptions and social events/ children’s parties	Trust	Very advantageous location next to the road on the edge of the park and close to the centre of Highgate
Croydon	Addington Park/ Addington Palace	Health Club/ Country Club. Banquets, Receptions, Conferences, Filming etc.	Westmead Business Group	Large, upmarket, beautifully restored, significant heritage associations, substantial grounds – a different league to Brockwell Park. The palace is not in the public park which is a small and separate section of the grounds.
Croydon	Norbury Hall Park/ Norbury Hall	Residential home for the elderly	Private – Norbury Hall Residential Care Home Ltd.	The entire house and grounds were sold by the Council in 1987.
Croydon	Westow Park/ Windermere House	Education centre	Academy of Music for the Blind	Assumed to be separated from the rest of the park

Borough	Park / House	Use	Management	Comments
Croydon	Norwood Grove	Use appears to be limited. A nursery hires one room, meetings take place and there are occasional open days	Council	
Enfield	Forty Hall/ Forty Hall	Museum/ Art Gallery/ Banqueting Suite	Council	HLF grant approved for works to the house which will improve its public rooms. The banqueting suite is a more modern addition slightly separate from the house
Enfield	Grovelands Park/ Grovelands House	Private Hospital	Priory Hospitals	The mansion was excluded when the park was originally created from a private estate
Enfield	Broomfield Park/ Broomfield House and Stables	Severely damaged by fire in 1984 and 1994	Council	Plan to convert to a Beefeater Inn in the early 1990's failed after strenuous local opposition. Remains derelict and unused. GLA has granted £500k in 2011 to carry out study of potential restoration for part public use / part homes for older people. GLA implementation grant earmarked.

Borough	Park / House	Use	Management	Comments
Greenwich	Charlton Park/ Charlton House	Tea room. Exhibition room. Small public Library. Rest of the house not open to the public. 14 rooms for hire –each with a capacity of circa 150	Council	Large and well preserved Jacobean mansion of substantial heritage value
Greenwich	Well Hall Pleasaunce/ Tudor Barn	Cafe/ restaurant Weddings/ receptions	Council. Recently reopened after renovation and leased to a local operator for 10 years	Before recent renovation had been run as a pub for 14 years
Hackney	Clissold Park/ Clissold House	Approx 40% used - Cafe/Park Rangers/ Tennis Club	Council	HLF grant approved to bring the whole of the house into community use as part of major park and house plan.  Restoration work and reopening to be complete in 2011.
Hammersmith and Fulham	Bishops Park/ Fulham Palace	Museum/ Cafe/ Receptions/ Events	Independent trust formed by the Council	Formerly the residence of the Bishops of London and of significant heritage value. HLF funded

				restoration of parts of house and landscape currently under way
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Borough	Park / House	Use	Management	Comments
Haringey	Bruce Castle Park/ Bruce Castle	Museum and exhibition space	Council	
Harrow	Canons Park	Part of North London Collegiate School	North London Collegiate School	Not within the public park
Havering	Langtons Gardens	Council Registry Office + reception rooms for hire	Council	Major wedding and conference venue
Hillingdon	Manor Farm/ Tudor Farm House / Tithe Barn	Local History Room/ Receptions/ Arts Events. A nursery hires part of the farm house	Council	Restoration programme recently completed funded by HLF
Hounslow	Gunnersbury Park/ Gunnersbury Park Mansions [Large and Small]-	Museum/ Artists Studios	Council	Two adjoining mansions large and small. Currently undergoing a review similar to Brockwell Park.
Hounslow	Chiswick House Gardens/ Chiswick House	Period rooms/ exhibitions – paid admission. Hire for weddings/ special events	Chiswick House and Gardens Trust [Established 2005]	Previously gardens were managed by Hounslow and house by English Heritage. Significant heritage value and associations.

Borough	Park / House	Use	Management	Comments
Hounslow	Boston Manor Park/ Boston Manor House	Period rooms/ art gallery – free admission	Council	Jacobean
Lewisham	Beckenham Place Park/ Beckenham Place Park Mansion	Lower ground floor used for cafe and golf shop/ changing rooms. Upper ground, first and second floors largely unused and in poor state of repair	Council	The Council has been trying unsuccessfully for a number of years to find a satisfactory solution for the building
Lewisham	Manor House Gardens/ Manor House	Library/ rooms for hire	Council	
Redbridge	Valentines Park/ Valentines Mansion	Restored in 2008 to create period rooms/ exhibition space / displays / artists' studios	Council	Restoration work funded by HLF as part of substantial upgrade of heritage parts of the park
Waltham Forest	Lloyd and Aveling Park/ The Water House	William Morris Gallery	Council	Formerly Morris's home







## **APPENDIX II COSTING MODEL FOR HLF SCHEME**

Creation of a costing model for the indicative HLF scheme at this stage of its development is difficult mainly because there are so many variables which have yet to be resolved and operational policies which are yet to be defined. In particular, the type of management regime adopted and the demands which HLF themselves place on the project could have a significant influence on the net revenue position.

The scheme will undoubtedly have the potential to maximise the income generation capacity of the Brockwell Hall buildings. The key parts of the scheme which will most contribute to this are

- The very high standards of finish and presentation
- The freeing up of the prime rooms of the Hall for hire
- The retention of the cafe
- The creation of an enclosed attractive space in the stable yard that has an event capacity of up to 250

However, a successful HLF scheme will also place added pressure on expenditure and demands may include

- A guaranteed high maintenance budget
- An education programme
- An audience development programme

HLF will also want considerable reassurance that the management and administrative structure is set at an appropriate level to deliver the scheme's objectives. This may either mean a dedicated Hall manager or a restructuring of park management to ensure that adequate resources are provided.

The creation of a detailed business plan requires far more input than has been possible during the preparation of this study. However, an indicative cost base is set out below showing how a break even operation might be modelled. It assumes that recommendations elsewhere in the study on car parking and lighting the park after dark to allow evening use have been incorporated in the scheme.

Income generating capacity stretches way beyond the levels included in the table below and, given that all of the basic operating costs are already included, 100% of any additional income will accrue to the net position. Although market parameters have not yet been established, it is not difficult to see that the scheme could provide a net annual income to the Council which is comfortably above break even.

<b>Expenditure</b>	<b>Current £</b>	<b>Proposal £</b>
Maintenance	27,500	27,500
Electricity	3,000	5,500
Gas	4,000	6,000
Water	700	1,000
NNDR	7,800	9,800
Insurance	9,000	9,000
Cleaning [staff and materials]	3,500	7,000
Additional staffing		40,000
Marketing		6,000
Furniture and equipment		4,000
Activities budget		6,000
<b>Expenditure Total</b>	<b>55,500</b>	<b>121,800</b>
Cafe rental	(38,000)	(45,000)
Weddings and Receptions		(41,250)
Other social events		(5,625)
Corporate Hire		(13,440)
Community Hire		(4,500)
Stable Block Studio Rental		(9,000)
Stable Yard hire		(4,800)
<b>Income Total</b>	<b>(38,000)</b>	<b>(123,615)</b>
<b>Net Cost</b>	<b>17,500</b>	<b>(1,815)</b>

Additional staffing costs – 1 additional full time staff member @£28k per year + on cost/ £8k of additional supervision and support costs.

Maintenance – higher standards are balanced by the reduction in the need to carry out ad hoc remedial works to the current building.

Income calculated as follows. All sums are net of VAT.

Weddings – 25 per year x £450 = £11,250

Receptions – 20 per year x £1,500 = £30,000

Other social events – 15 per year x £375 = £5,625

Corporate hire – 12 room hours per week x £32 per hour x 35 weeks = £13,440

Community hire – 10 room hours per week x £10 per hour x 45 weeks = £4,500

Stable Yard hire – 12 per year x £400 = £4,800

Stable Block studio hire – 1,000 sq ft of lettable space x £10 per sq ft per annum exclusive of services less 10 % vacancy rate



KEY

- AMENITY TURF
- PLANTED AREA
- TARMAC WITH GRAVEL SURFACE
- BUILT STRUCTURE
- TREE

Note:  
Parking is for special events only

Fig 8  
Brockwell Hall Landscape Proposal  
Plan of the Surrounding Area

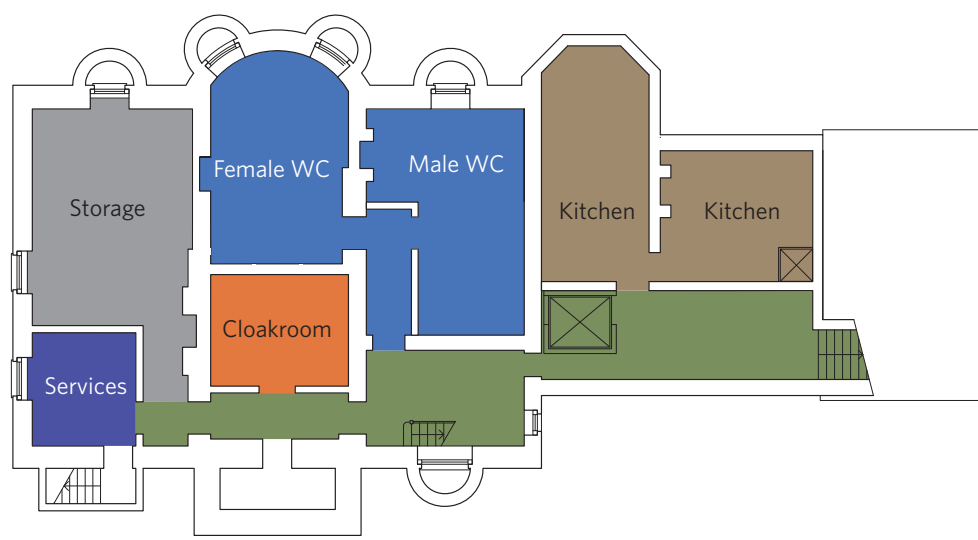
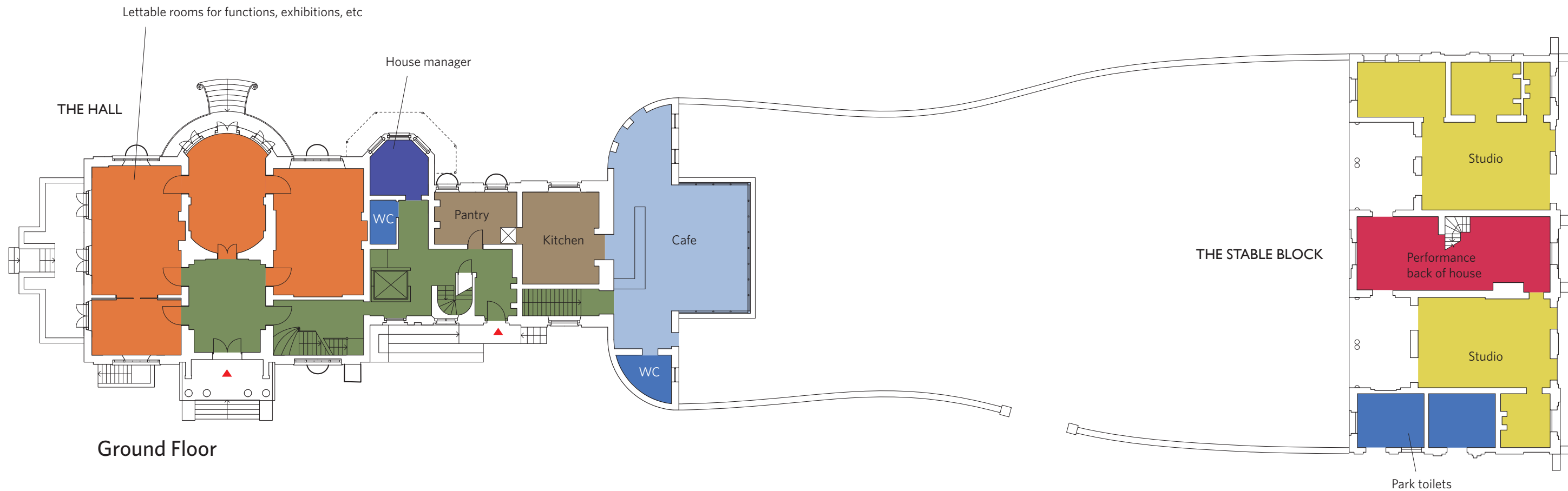


Fig 9  
 Brockwell Hall: Proposed  
 Ground and Basement Floors

**Richard Griffiths Architects**





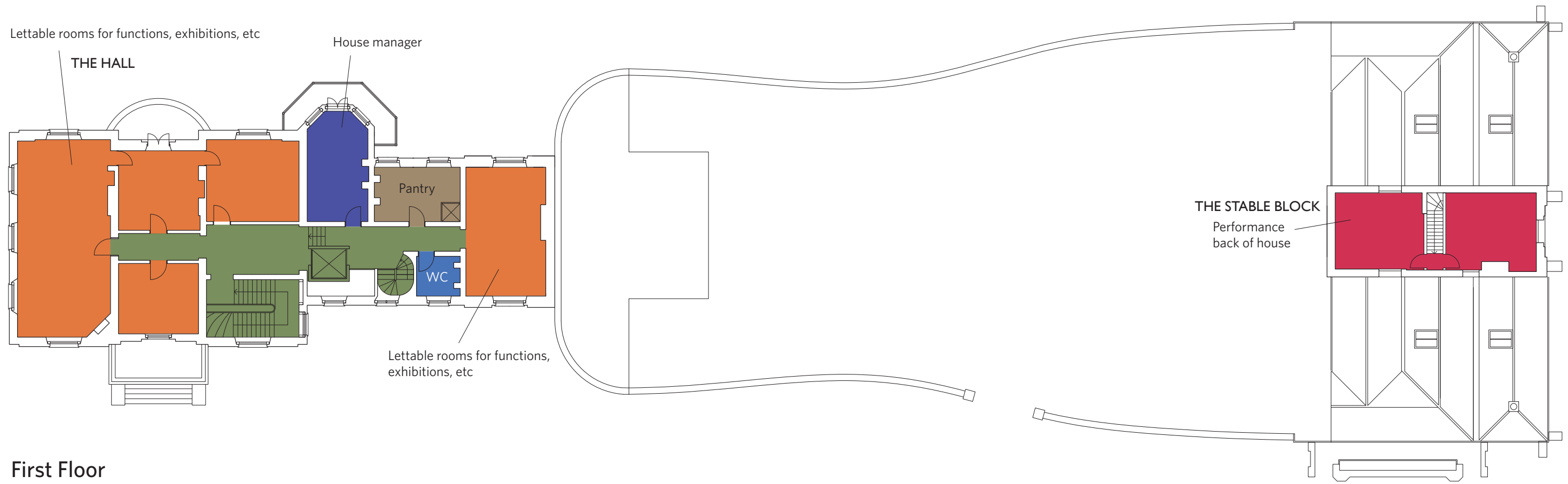


Fig 10  
 Brockwell Hall: Proposed  
 First Floor

**Richard Griffiths Architects**





Fig 11.1 (above) Existing Cafe and Terrace

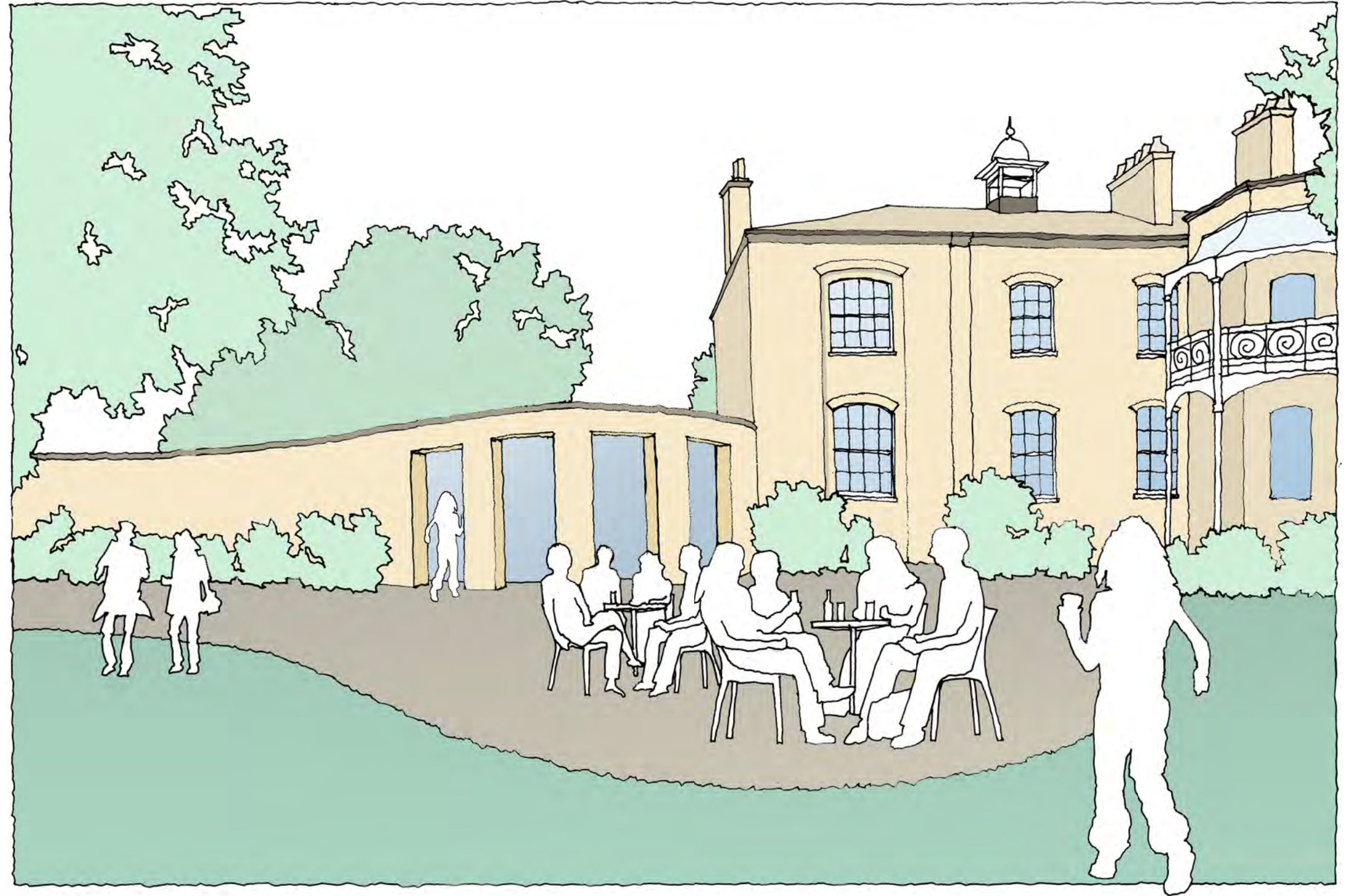


Fig 11.2 (right) Proposed new Cafe and Terrace

Fig 11  
The Hall: Proposed  
New Cafe and Terrace from the East





Fig 12.1 (above) Existing use of the stable yard

Fig 12.2 (right) Proposed restoration of Stables and Yard creating a new and versatile performance space



Fig 12  
The Stables: Proposed  
New Performance Space within Stable Yard





Fig 13.1 (above) Existing landscape in front of Brockwell Hall

Fig 13.2 (right) Proposed restoration of oval lawn



Fig 13  
Brockwell Hall Landscape Proposal  
View of Hall across Restored Oval Lawn



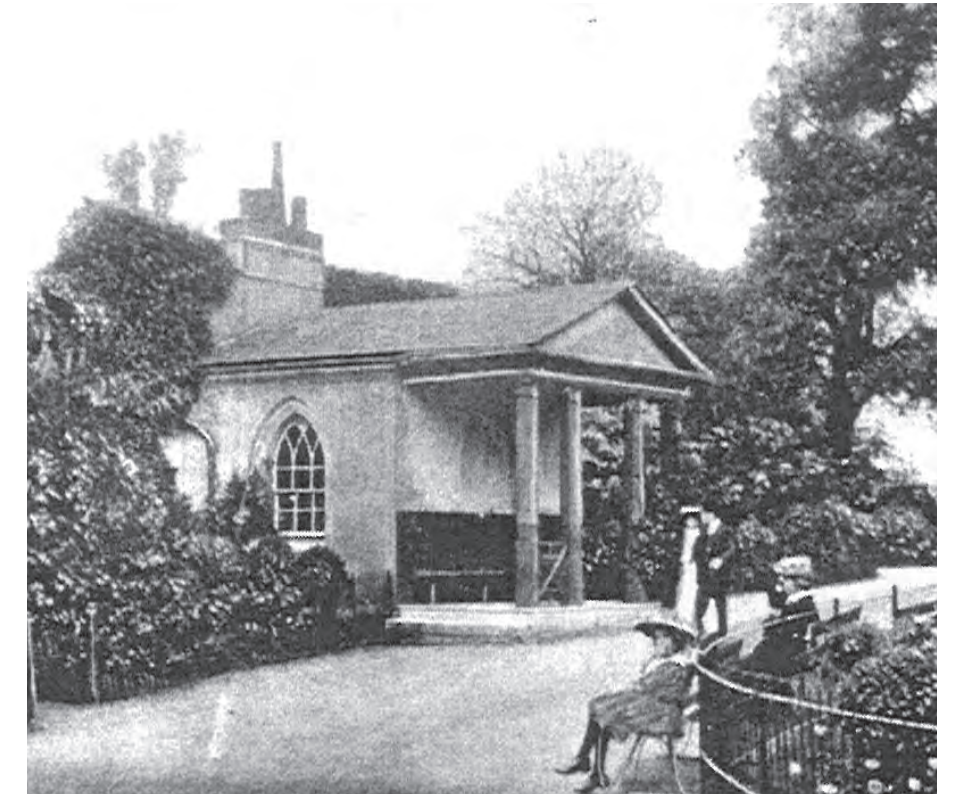
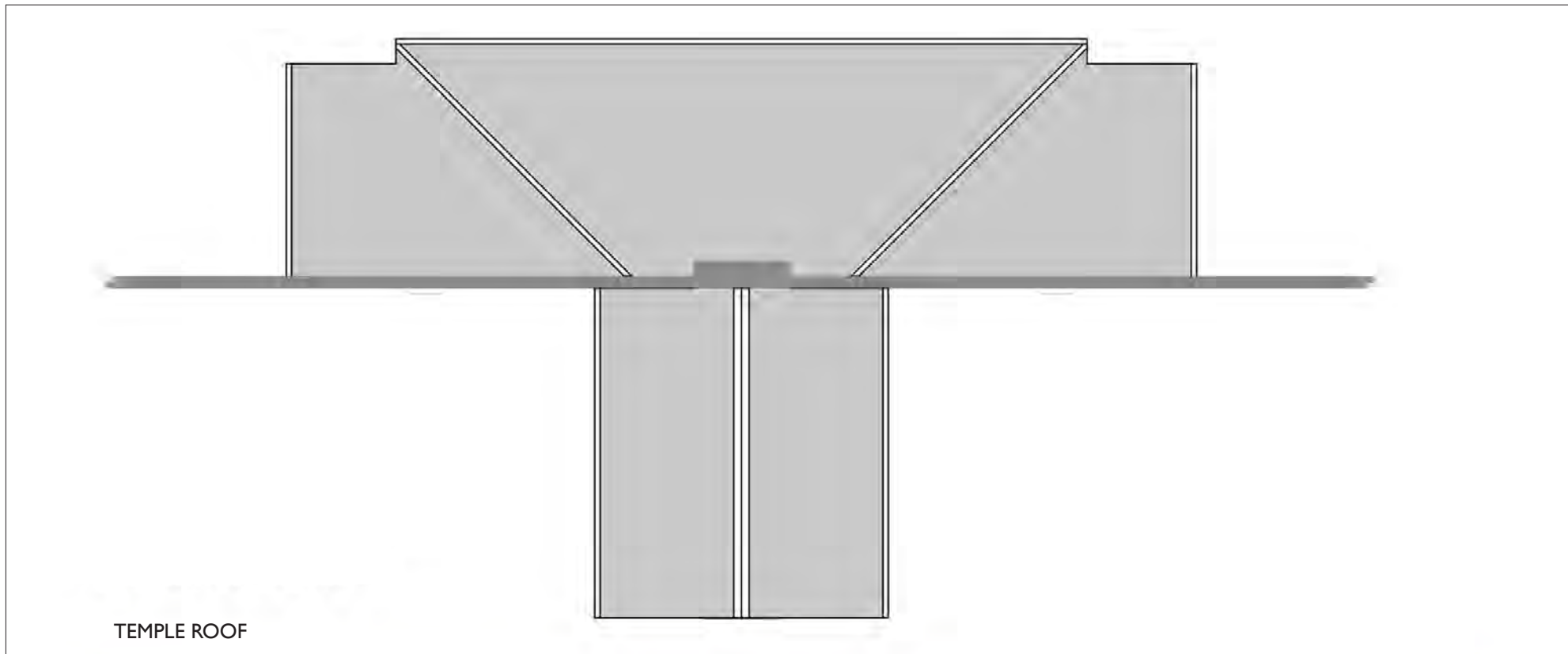


Fig 14.1 (above) The Temple, 1905

Fig 14.2 (left top) Temple roof proposal plan

Fig 14.3 (left bottom) Temple proposal plan

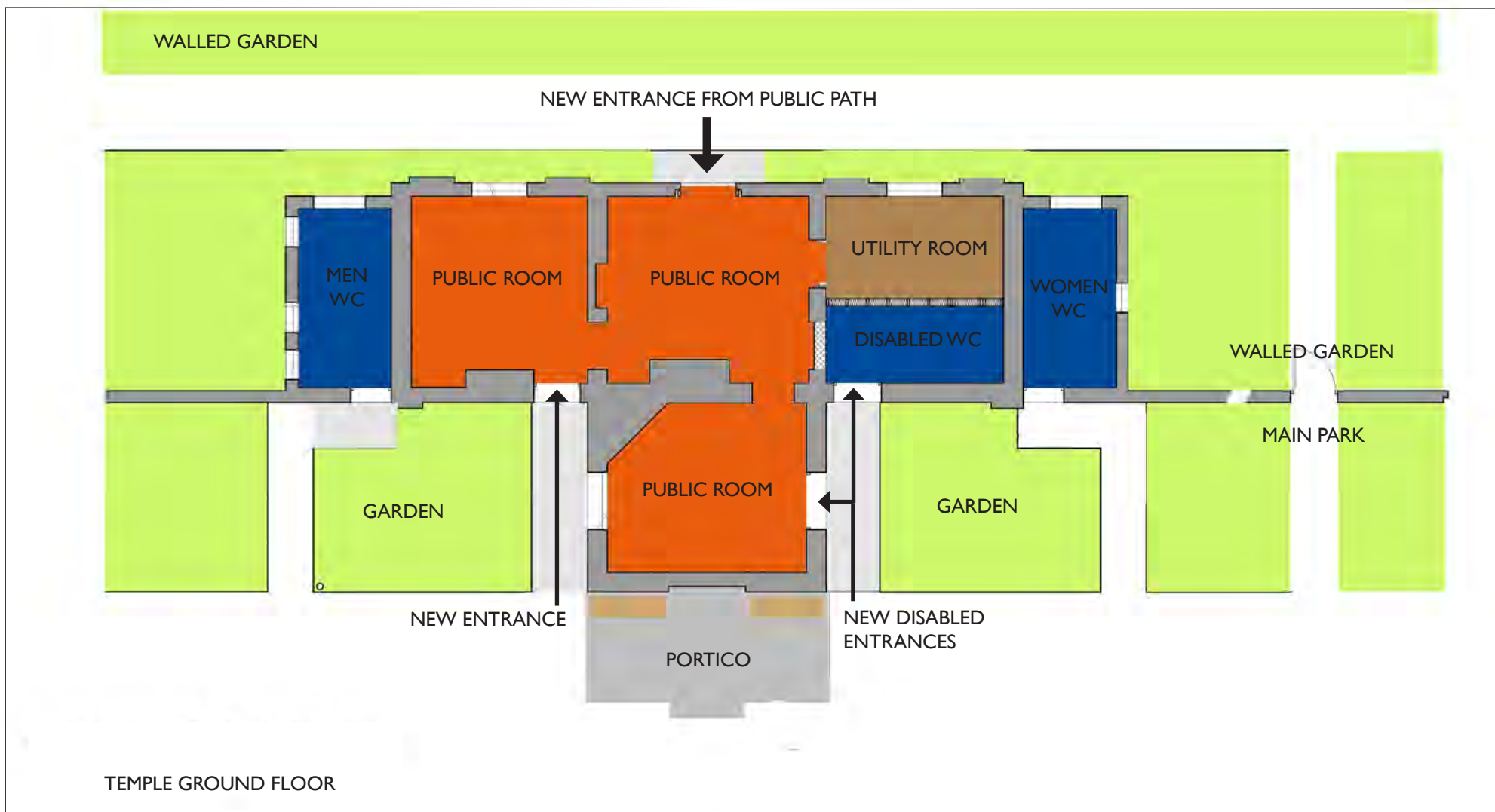


Fig 14  
The Temple: Proposed  
Ground floor and roof

**Richard Griffiths Architects**

