



Report

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St Mary's Lands, Warwick

Development Masterplan

April 2014

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1. Introduction

Background

- 1.1 St Mary's Lands is a large area of sports and recreational land on the west side of Warwick town centre owned by Warwick District Council. Large parts of the land are leased by the council to a number of community, sport and leisure uses including Warwick Racecourse Limited, Racing Club Warwick, Warwick Golf Centre and the Marching Bands. In turn, the Racecourse has a number of sub-leases to the Caravan and Camping Club and the local Boxing Club.
- 1.2 Early last year, Warwick Racecourse and Warwick District Council asked GVAs Hotels & Leisure team to undertake an appraisal of the St Mary's Lands and its potential to support new investment that will support the retention and improve the operation of the racecourse while improving and extending the leisure and tourism role of St Mary's Lands on non-race days for the benefit of the local economy and public amenity.
- 1.3 Having considered the commercial market and community support for a wide range of potential uses, GVA reported in February 2013. Overall, we considered that there was a commercial market for a budget hotel; touring caravan park extension, and; improvements to the golf centre. In addition we felt that there were opportunities for small local independent or community led schemes for a fitness gym (possibly in concert with the boxing club and/or football club); a community-led five-a-side facility in concert with the football club; an independent children's nursery and/or play centre, and; improvements to the central area to create an improved nature attraction/parkland attraction.
- 1.4 We recommended that once the principle of the proposed mix of uses had been endorsed by the partners, a draft spatial masterplan is prepared for consultation and approval prior to seeking planning permission for new and improved leisure uses proposed alongside the proposed landscape, ecological, social and economic benefits in accordance with that plan
- 1.5 GVA working together with Hankinson Duckett Associates have therefore been asked to prepare this masterplan by speaking to the key stakeholders at St. Mary's Lands,

and potential investors, and by reviewing the heritage, building, layout, operational, landscape, ecological and flood risk constraints.

GVA Leisure

- 1.6 GVA Leisure is the specialist sport, leisure and tourism advisory arm of GVA, one of the UK's top property consultancies. With 12 offices covering the whole of the UK. GVA has the capability to provide the full range of property advisory services for leisure businesses across the regions. By being client focused and putting trust, pride, innovation and growth at the heart of our business, GVA delivers new solutions to maximise the value of our clients' assets.
- 1.7 Our specialist team has a long track record in advising local authorities, operators, private developers, investors and financial institutions on sport, leisure and tourism-led opportunities and activities. In particular, we have assembled a team with long standing professional knowledge and experience in the racecourse sector who have advised on racecourses across the country including Sandown, Kempton, Epsom, Newbury, Redcar, Towcester and most recently, Newcastle, Bath and Wolverhampton.

Methodology



- 1.8 In order to complete this study we have undertaken the following:
- Inception and site meeting to review potential opportunities;
 - Interviews with Key Stakeholders;
 - Interviews with potential hotel investors;
 - Consideration of site and market constraints;
 - Preparation of Masterplan Drawings.

Recognition of Risk

- 1.9 Our conclusions and recommendations have been prepared on the basis of the status of the market and environmental constraints at the time of our research between January and February 2014. We have made no provision for any unforeseen events which could impact the leisure, arts or culture sectors in the UK.

- 1.10 This report is provided for the stated purpose agreed in our proposals of November 2013, respectively, and subsequent correspondence, and is for the use only of the parties to whom it is addressed, or their appointees.
- 1.11 This report is not suitable for any other use or any other persons and should not be treated as a valuation for loan security or any other valuation purposes. In accordance with our standard practice, neither the whole nor any part of this report or any reference thereto may be included in any document, circular or statement without our prior approval of the form and context in which it will appear.
- 1.12 As is customary with market studies of this nature, our findings should be regarded as valid for a limited period of time (six months from the date of this report), and should be subject to examination at regular intervals.

Quality Control

	Report Produced by:	Checked & Approved by:
Name	Martin Taylor	John Anderson
Job Title	Director	Director
Date	9 April 2014	9 April 2014
Signed		

2. Stakeholders

- 2.1 In this chapter we report on the views and aspirations of key stakeholders who lease land or property at St Mary's Lands for commercial or community use and our recommendations for the masterplan and further partnership work.

The Caravan Park

- 2.2 Our discussions with the caravan club have revealed that the potential of the caravan park is limited by a number of factors which mean it is lagging behind the leading urban parks in a number of respects:-

- 10 month season
- Number of Pitches
- Lack of hard standings
- Lighting
- Quality of toilet block

- 2.3 The park is currently operated on a 10 month season. Since it is in effect an urban park there is a strong case for the business to open throughout the year to mirror the demand profile of short city breaks.

- 2.4 The current pitch numbers (57) makes the park marginal as a standalone business and the occupancy combined with the location suggests an increase in numbers would be merited. 100 pitches is usually regarded as a minimum commercial size.

- 2.5 Irrespective of any additional numbers there will be a growing need for investment. If the Jockey Club do not have an appetite to invest, the Caravan Club may be prepared to undertake the improvements and development in return for a formal tenure.

- 2.6 The attraction of the park would grow if the facilities at the golf course (including the driving range, any family friendly adventure course and the clubhouse) were improved and marketed to the caravan park users.

- 2.7 We would expect investment in better quality infrastructure would drive higher occupancy and tariff and allow a longer season to be achieved. It will also prevent

any reduction in occupancy and tariff on account of improving competition. We would recommend a detailed investigation to determine the likely return on investment.

The Marching Bands

2.8 The site has been occupied by the Marching Band since its formation in 1979. Originally the building comprised a number of nissen huts. Early on various grants from the Henry VIII Charity enabled the building to be improved and enlarged, and a parade ground/car park was also added. However the building is now in serious need of further work, such as

- Structural improvements to deal with water penetration
- Better insulation
- Internal improvements to make the building better capable of multi use
- Modernising the toilet and shower facilities

2.9 At its peak the Marching Band had over 100 members. However this has now dropped to about 25. We were informed most bands have 40 – 50 members so it is likely the band will grow again. The organisers set up a separate community band 2 years ago. This has already grown to 60 members with a wide age range from teens to 80 year olds. It is not a competitive band and is therefore attracting members who want to make music in a social setting. Most members of both bands are from the local area. The community band uses conductors from Warwick University. The building incorporates storage space for the musical instruments and other paraphernalia.

2.10 In order to defray the running costs the 2 halls are made available to other groups. Currently the users include

- Zumba classes
- Martial arts sessions
- Karate classes

2.11 The property seems to perform a valuable community role and this has been achieved in a sub-standard building. The speed at which the community band has developed suggests there is latent potential.

2.12 Improvements to the building would further increase demand and we understand the Marching Band might be able to attract grant funding for the necessary works.

However to do this they would need long term security of tenure. The Council will need to decide the future of the building as it will become increasingly less attractive to occupiers if works are not carried out.

- 2.13 It may be that this building could also provide a more suitable venue for the Boxing Club than the racecourse (see below). It is even possible that a new budget gym and a nursery could locate within the building. There would be many synergies with the other users such as the Football Club which we set out below.

The Golf Course

- 2.14 The golf course tenant has itemised a number of improvements which, subject to funds, he would like to undertake. The business certainly has the potential to enhance the community and tourism offer in the area. Improvements will assist the racecourse, the caravan park and any new hotel. Therefore, there is a prima facie case for facilitating the work.

- 2.15 The improvements which the tenant has in mind are as follows

- On site car parking (for which plans have previously been drawn up)
- Upgraded driving range with associated landscaping
- New short course
- Enhancement of the clubhouse
- New adventure golf course

- 2.16 The operator considers there may be some scope for raising funds through using regulated tipping which could also create some screen bunding.

- 2.17 The existing facilities are dated and need work to seriously attract additional clientele. If public funds were available an on-site car park would be a good first step as it would enhance the profile of the centre and overcome the perception of inaccessibility. Other investments might be capable of justifying a capital commitment. There might be a case for the Jockey Club to fund some of the other developments in order to earn a return and improve the overall leisure offer within the site, benefitting the day visit offer of the racecourse and the attractiveness of the caravan park and a new hotel.

The Boxing Club

- 2.18 The club have explained that whilst the current space under the grandstand is satisfactory they would prefer a larger more open environment, possibly up to 4000 sq ft. Presumably, they would also benefit from good showers and changing facilities.
- 2.19 The club serves men/boys and women/girls between the ages of 10 and 30. It is likely that more attractive facilities would increase this number. The club currently operates 3 / 4 days a week.
- 2.20 It would be sensible to consider whether a dedicated space within an improved Marching Band venue, to include shared changing facilities and showers, would work and also increase the viability, vitality and attractiveness of the venue as a mixed community sports and activity centre. The use would complement the existing activities which use the building. Increasing usage will also probably generate interest from other potential users, on the traditional basis that success breeds success.

The Football Club

- 2.21 The football club, Racing Club Warwick, has already lodged with the Council their thoughts on future development. These proposals are understood.
- 2.22 All weather and 5-a-side pitches are an important part of the stated requirements. However the Club also need changing facilities and accommodation for competing teams and match officials to meet the stringent FA rules. Our initial reaction was that due to the proximity of the Marching Band venue there might be merit in considering joint facilities (changing rooms/showers/toilets/clubroom etc) but the Club believe this could be a problem from the FA rules perspective.
- 2.23 In order for the Club to flourish it clearly needs new facilities and it would be prudent to explore in more detail with the Club exactly what is needed to meet the necessary minimum standards, possibly alongside FA representatives.

3. Hotel Investors

Introduction

- 3.1 In this chapter we report on the views of potential hotel investors with regard to investment in new hotels in Warwick, at the Racecourse in particular, and their views on potential site alternatives

Operator Feedback

- 3.2 We have spoken directly to hotel operators in order to obtain their definitive perspective on the level of interest in each of the three options.
- 3.3 Unfortunately, a number of the major UK hotel operators (including Hilton, Intercontinental Hotels Group and Premier Inn) are already well represented in the local market and/or restricted by zones of exclusivity that they have granted in respect of their existing hotels.
- 3.4 The size of the potential sites and the nature of the potential hotel (bedroom only/limited service) are also restrictive in terms of those brands that would be suitable with Village Hotels for example looking for sites of c.3.5 acres on which to provide their own leisure facilities.
- 3.5 The most encouraging feedback was received from Travelodge and from Accor, and their responses are detailed below.

Travelodge

- 3.6 Travelodge have been interested in the racecourse for some time, mainly due to a lack of alternative sites within the town centre.
- 3.7 Their interest would be for a 60-70 bed hotel with very limited (vending machine) food and beverage facilities. They would therefore be reliant on the food and beverage facilities elsewhere on the site or on town centre options. They would only consider site 1, primarily for this reason, as they view the other sites to be too far from the town centre and town centre facilities.

Accor

- 3.8 Accor is one of the world's leading hotel operators and market leader in Europe. They operate a number of brands with their key brands in the UK being: Sofitel, Pullman, Novotel, Mercure, Ibis Styles, Ibis and Ibis Budget.
- 3.9 They do not currently have any representation in Warwick and believe that the racecourse would be a good fit for the Ibis family, most likely Ibis Styles – which is a non-standardised economy and design brand. The hotel would include food and beverage facilities, albeit limited.
- 3.10 In their opinion, site 1 has the edge in being the closest to the centre, station, castle etc. However, they would consider site 2 if it was not possible to locate a hotel on site 1.

Operational Structure

- 3.11 It should be noted that the two brands identified above operate in different ways, and this has implications for determining the location (and viability) of the proposed hotel:

Leased Model

- 3.12 Travelodge operate on a leased model whereby they will take an FRI lease on a property for 25-35 years, paying an annual rent, normally subject to five yearly RPI linked rent reviews.
- 3.13 This model appeals to institutional investors and often facilitates the development once a pre-let has been secured.
- 3.14 Please note that if the hotel is to be sold as an investment then the tenure of the site will need to be more fully investigated to ensure that it is institutionally acceptable and optimises the potential value of the hotel.

Management Contracts/Franchise Agreements

- 3.15 Accor, on the other hand, are one of many hotel operators who have moved away from the lease model and hotel ownership in general, preferring an "asset light" model based on management contracts and franchising.

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- 3.16 Under this scenario the owner of the hotel pays fees to the hotel operator and receives the trading profits (or losses) from the hotel once these fees have been deducted.
- 3.17 The level of risk to the owner is therefore considerably higher and the potential trading performance of the hotel therefore needs to be carefully considered. Funding for hotel developments of this type is also harder to secure with a smaller pool of investors prepared to consider such structures.

Implications for Location

- 3.18 As part of our review we met with Hinton Properties. We understand that they have previously held discussions over the property, and they have provided us with copies of their proposed hotel on site 1 dated April 2013.
- 3.19 As an illustration of the above, they would only consider developing a hotel at the racecourse if a pre-let could be agreed. They are therefore of the viewpoint that they could only bring the scheme forward with Travelodge as the tenant. As a result they would only consider site 1.

Other Considerations

Facilities

- 3.20 Each brand has suggested a different mix of facilities within the hotel and has different requirements for the provision of facilities, especially food and beverage facilities, within the racecourse as a whole.

Parking

- 3.21 A key issue may be parking capacity, which appears to be constrained in all areas, particularly on race days. Wherever the hotel is located, guests will need access to parking, although this may be less important for site 1 due to its proximity to the town centre.

Design

- 3.22 It may be that planning objections can be accommodated to an extent through the design of the proposed hotel, thereby mitigating some of the opposition to site 1.

However, in order to progress the design it would be useful to have clarity on the potential facilities and branding of the proposed hotel.

Conclusions

- 3.23 The feedback from operators supports our own opinion that site 1 is the best location for the proposed hotel – provided that the hotel can be sensitively designed and branded to tie in with the racecourse and accommodate local planning objections, as far as possible.
- 3.24 However, if that proves challenging/impossible then there are merits in site 2 but it would need to be investigated if the hotel could fit within the constrained site and if the potential effects on the operation of the racecourse can be mitigated. It should also be noted that there is no lease operator interest in this site and therefore the racecourse would need to be comfortable with the management contract/franchise operational structure.
- 3.25 Site 3 is too far away from the town centre and is also too far away from the racecourse to be complimentary with the existing facilities. The site also appears to be on Council land which is fully utilised by the racecourse on racedays. Therefore there would be little financial benefit to the Racecourse while a hotel here would also impede the operation of the course.

4. Delivery Options for the Hotel

- 4.1 Due to the suppressed economic conditions since 2008, the market for hotel development has been challenging, albeit it is now starting to show signs of improvement. Furthermore, hotel trading over the last few years has been difficult and the yield requirements of purchasers have hardened. These two characteristics have meant that some of the developments carried out over the period immediately before the recession have proved to be unviable and we have also experienced a market where a number of hotels have been changing hands at well below their cost of construction. Indeed in 2011 we acted as the agent in the sale of a hotel near Warwick at a price of around £30,000 per bedroom where the build costs would have materially exceeded £40,000 per bedroom.
- 4.2 The only significant development activity is amongst the leading limited service brands of Premier Inn and Travelodge. However they are in a strong bargaining position. In most instances the brands either take on management agreements or franchise agreements which can prove difficult to fund, or commercial leases that in the case of the leading brands are attractive to the development and investment markets. The achievable rents will vary widely, depending on various factors including location and competition. Taking Travelodge as an example they may be prepared, subject to their detailed analysis, to pay a rent of between £3,000 and £3,750 per bedroom for a completed hotel. However since the cost of construction is likely to be circa £45,000 per bedroom there is no significant development profit, given that these figures only provide a yield of 6.6% to 8.3% before any allowance for profit. Due to Travelodge's CVA in September in 2012 it is difficult to accurately assess the yield that they are presently likely to attract although it would not be surprising if this were around 7%. The position would be more attractive if Premier Inn were interested in the site since investors are prepared to accept a yield at a range of 5.5% to 5% for a Whitbread covenant, which would give a much greater margin.
- 4.3 There are two options open to the stakeholders.

Option 1: Development by The Council or The Jockey Club

- 4.4 Under this scenario the developing party would raise the development funds secured against a pre-let to the operator. It is likely that the operational lease would be for between 25 and 35 years. However, funding would only be reasonably obtainable if the developer held a freehold or long leasehold interest. The leasehold interest would

need to be for at least 99 years although many funders will require 125 years. Whilst it is theoretically possible for the ground lease to be on the basis of an open market rent, in practice this will concern many investors and therefore it would be wise to assume the lease should be granted for a premium with a peppercorn rent.

- 4.5 The level of premium will not be capable of assessment until the operator has been chosen and the operational lease terms have been fixed. However we would expect it to lie between £500,000 and £1million assuming the development is to comprise a 60 bedroom limited service hotel.

Option 2: Development by a third party

- 4.6 Under this scenario the Council would sell the freehold interest or grant a new long leasehold interest to a developer. The terms would be in line with those set out above in Option 1. It is just conceivable that an operator may be prepared to take the site and build their hotel without the involvement of a separate developer, but this is unlikely.
- 4.7 The best delivery route for the stakeholders will depend on their appetite for involvement in the scheme, including their attitude to risk. However it is important to emphasise that the hotel development market does not provide many alternatives for a site of this nature. If the Jockey Club are prepared to take a long term view then it may be possible for them to attract the necessary funding but current yields do not provide any significant early profit margin. Alternatively the sale of a freehold or long leasehold interest to a third party is likely to be easier to deliver and the premium could still be re-invested in the wider site.
- 4.8 If the market strengthens, either in terms of operator demand or investment yield requirements, then this position and the number of options might improve.
- 4.9 The advice set out above is to be regarded as general guidance and should not be treated in any way as a valuation, or be relied upon for any purpose without a full and proper due diligence process.

5. Draft Masterplan

Introduction

5.1 HDA have prepared a suite of draft drawings setting out a masterplan vision for the future development of St Mary's lands based upon the local stakeholder aspirations, environmental constraints, racecourse operational needs and commercial hotel investor preference.

5.2 Under this masterplan:-

- The caravan park would be extended northwards to approximately double the capacity of the site with hard standing for caravans, improved toilets and showers and access to the golf clubhouse café/bar;
- The golf centre would be enhanced by the addition of dedicated car parking, a short practice course and improved driving range to provide professional modern training facilities, improved changing facilities, and an improved café/bar and adventure golf course to provide a facility for visiting families, walkers, caravanners, as well as golfers;
- A hotel would be built at the entrance, providing accommodation for visitors to the racecourse, conference facilities, golf course, town centre, local businesses, castle, friends and relatives, as well as an income stream for the site. In design terms, it could provide a gateway feature at the entrance, while being stepped down to limit any impact on adjoining listed buildings;
- The racecourse would retain its core operational space, stables, paddocks and access to additional council parking areas on race days, it would be able to provide residential conference, meetings, weddings and functions space on non-race days by utilising the hotel and caravan park accommodation;
- The football club would be enhanced through the provision of an all-weather pitch, multi-games area, better drained course pitches, refurbished/redeveloped clubhouse with improved changing and bar facilities;

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- The marching bands building would be refurbished/redeveloped as a multi-purpose community building accommodating the marching bands, boxing club and other community sports and leisure users sharing improved modern changing facilities in a well-insulated building;
 - The southern St. Mary's Lands would be improved as an area for walkers and nature conservation through careful management of the grasslands, and dual use of the flood storage areas to create managed wetlands with nature walks.

5.3 More detail is included on the masterplan drawings.

Appendices

Appendix 1 – Warwick Racecourse Statement

Warwick Racecourse Positioning Statement

Business Objective

- Provide a versatile leisure venue to serve the local community whilst maintaining the core horseracing product and building its reputation within the racing industry.

Short Term Objectives

- Sustain a quality racing product that appeals as a racing venue of choice in the Midlands.
- Diversify the revenue streams within the business to help secure the future of the core product.
- For the majority of Racecourse clientele, racing is not their first interest, which in turn means that the competition for the business are other venues and activities that compete for the leisure pound and leisure time. To remain competitive the quality of the facility and the service offered is paramount.

Background

- Attendances have declined year on year since 2002.
- Total fixtures run have reduced in the last 5 years from 26 to 21.
- Economic backdrop to the racing industry makes acquiring new fixtures very unlikely.
- 2 racecourses in England have gone out of business in the last 18 months.
- A number of High Street bookmakers have taken their operations abroad, leading to less industry Levy and requiring the Racecourse to put more resources into Prize Money to maintain the quality of racing.
- Levy is further influenced by the exponential increase in internet gambling sites, thereby reducing levy potential.
- 2012, one hopes is an exception with 7 abandonments during the course of the year. However, the business remains at the behest of the weather and any lost fixtures do not get replaced. Hence the need for the business to secure more reliable revenue streams through utilising the overall facility.
- The facility is used for conferences, meetings and to a lesser extent weddings, but the lack of accommodation on site limits their potential.
- To broaden and secure more revenue streams and support the existing non-race day business, an application for a 100 bedroom hotel was made in August 2010. The application was turned down at Committee in May 2012.
- Unlike most small courses, Warwick gets two slots of terrestrial TV exposure during the course of its Jump season.
- Much is made of "Historic Warwick". The Racecourse is part of this history, founded in 1707 is one of the oldest racecourses in the country.

The Jockey Club

- Warwick is one of 14 racecourses owned or managed by The Jockey Club, who took Warwick on in 1967.

- The Jockey Club operates under a modern commercial structure, run by an executive team reporting to a Board of Stewards - all profits from the business get returned to the industry, not to the pockets of shareholders.
- By many, The Jockey Club can be seen as asset rich, but relatively cash poor, but like any modern business if there is a branch of it that fails to perform then hard commercial decisions will have to be made. Warwick Racecourse has been given this ultimatum to make changes soon, or risk a very much less certain future.

Restrictions on the business

- The illustrious history of the racecourse has seen the town grown up around the venue. The fabric of the business now settles into a small narrow strip of land between the course and the road, thereby restricting potential.
- The venue has an eclectic mix of buildings from Listed status to restaurant facilities only 6 years old. In terms of sporting venue management and meeting the expectations of the regular and occasional racegoer, some of the buildings are not fit for purpose and thereby reducing potential.
- By virtue of being a lessee of the District Council and not controlling the centre of the racecourse, this significantly reduces other potential revenue streams, as enjoyed by many other racecourses.
- The vagaries of the racing industry and its fixture process are outside the control of Warwick, meaning that the acquisition of the additional fixtures is an unlikely option.

Options

- The Racecourse business is prepared to look at all options as identified by the GVA report, however their focus on the potential for a hotel reinforces our prior wish to have an onsite hotel which naturally supports areas of the existing business.
- A hotel option would not only be good for the Racecourse business, but with so few room nights available in the town centre of Warwick, it has to be good to the economy of the town. The added spend of overnight visitors compared to that of day visitors is well documented and should significantly bolster the existing night economy of Warwick.
- Positioning of the hotel is emotive, but critical to the racecourse business. Firstly, a combined entrance for the hotel and racecourse would make a new and improved statement of the business to the town centre and would become the shop window of the business. Something the town could be proud of. A hotel located anywhere else on the Racecourse estate would either conflict with the racing operations, or would fail a commercial test for any hotel operator.
- The options listed by GVA that would have most resonance with the Racecourse venue would be a fitness club, a nursery, play centre and a cinema. All options possible with the right investment, but all could conflict with existing uses and a site that is not blessed with excess space.
- GVA recommendations for expansion of the conferencing market and the caravan park are both options of interest to the Racecourse, if for no other reason that they are revenue streams already in existence under the current business model. To grow the current conference and wedding business, overnight stays are required, hence the need for an onsite hotel.

- The caravan site enjoys above average occupancy by virtue of its location to the town centre. Improved potential would come through increasing the number of pitches, expand opening to year round and to significantly increase the number of hard standing pitches. Expansion above a certain level will require adjustments to its infrastructure.

Summary

- The biggest threat facing the Racecourse business at present is one of inaction.
- The Racecourse has been a part of the community for centuries and wishes to remain as such a leisure venue that can be of service to a broader service to the community.
- The venue cannot survive on 21 racing fixtures alone and has to find a broader base revenue streams.
- A limited service hotel at the Racecourse entrance would support the core business, boost the town centre economy and improve the presentation of the business.
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D Huw Williams
Warwick Racecourse
18 November 2013

Appendix 2 – Golf Centre Proposal

WARWICK GOLF CENTRE

PROPOSALS FOR IMPROVEMENTS / REDEVELOPMENT

OUR TARGETS AND AIMS

1. To develop the golf centre as a top quality modern facility and to attract golfers of all abilities, from the complete beginner to the established player, all at an affordable cost.
2. To improve the clubhouse facilities for use by other recreational users of St Mary's Land, e.g. Non golfing families, hikers and dog walkers etc.

OUR PROPOSALS

Car Parking :- Our current car parking requires a walk of at least 150mtrs to reach the clubhouse from the council's area 3 car park. This is not such a problem for those playing golf, but this is highly restrictive to users of the driving range or clubhouse, particularly after dark or during periods of bad weather, as highlighted in the GVA final report. As with many businesses in the service sector, convenience of parking is essential for attracting custom.

Proposal:- Construction of a new car park directly adjacent to the golf clubhouse.

Driving Range :- The driving range was opened in 1969 as a brand new facility and one of the first ranges in the country. Since then the driving range has received no major investment and with time has become tired and outdated. We currently have 24 bays, which due to equipment developments are now too small and restrictive. The availability of professional tuition is a major attraction to those visiting the range, and we currently have teaching facilities that are suitable in particular, for the beginner or infrequent golfer. We currently struggle to attract the better golfer who now requires the use of a modern teaching bay with video/ swing analysis technology.

Proposal:- Redevelopment of the driving range with fewer, but wider bays, and to include a dedicated teaching bay with modern video technology.

Clubhouse :- The current clubhouse was first built in 1969 and has undergone minor changes since that time, but has predominantly remained the same. In 2011 we made some internal improvements to make better use of the bar/cafe facilities, which in just 2 years has had a dramatic effect on the overall usage of the clubhouse. We still feel due to its very central location on St Mary's Land, a larger more modern facility would be attractive to both golfers and recreational users of St Mary's Land.

Proposal :- Redevelopment of the clubhouse to a larger more modern facility, to include Cafe, Bar and larger changing room facilities, which may help to attract hikers and walkers. A facility that would be used by golfers and non golfers alike.

Short Game Area :- Most of our proposals are for the redevelopment of an outdated facility, however one element that is missing completely is a dedicated short game area. A short game area is used to improve shorter distance shots that cannot ideally be practised on the driving range. This is an essential element when considering the golf centre as a complete golf academy facility.

Proposal :- Development of a short game area which could be constructed using grass or the more hardwearing synthetic grass, and would ideally be floodlit.

Adventure Golf :- Adventure golf is essentially a themed, crazy golf style putting course. This was something highlighted by GVA in their final report, as a way of encouraging non golfing families to St Mary's Land. This is not essential as part of our aspirations to become a complete golfing academy, however, it could be an attractive and fun facility that would sit comfortably alongside the golf centre and would certainly encourage greater visitor numbers to St Mary's Land and potentially introduce them to the game of golf.

Proposal :- Construction of a 9 or 18 hole themed adventure golf course. (Area required for 18 holes is approx 1800 sq mtrs.)

Proposals by Phil Sharp, on behalf of Warwick Golf Centre. 29th October 2013

Appendix 3 – Football Club Proposal



Townsend Meadow Proposal

Andrew Cowlard | Chairman | RCW

November 2013

Background

History:

- Ongoing dispute with the District Council
- Loss of revenue due to loss of facilities
- Promised new facilities did not materialise (2006)
- Changing rooms were demolished
- Bar and lounge were removed from the Clubs use and converted for a different purpose (buildings remain unoccupied)
- Lack of investment and mismanagement over the last 25 years has caused the site to deteriorate significantly
- Over the last 4 years, the Racing Club management team, with help from Warwick Town Council, have worked tirelessly to stop the Club closing and have paid off an inherited debt of £160,000 and are now solvent
- To continue this great success story the Club requires investment to improve the facilities to take it to the next level

Repercussions:

- Presentation of the area is an embarrassment to the community and visitors as they enter the historic town on a main route to the Castle, Racecourse and the town centre
- Local community is not able to enjoy and use the Club to its potential
- Lack of facilities, and subsequent lack of engagement by the community, for the Racing Club Warwick Football Club has contributed to its near demise

Vision

Racing Club Warwick enjoyed by the whole of the Warwick-west area as a community hub for sport, kids clubs, groups, local functions, and for celebrations and gatherings – a return to its former glory.

Goals

1. Attractive function room for local community providing a sustainable revenue stream to fund the Club for the community
2. All weather sports facility providing sustainable revenue stream to fund the Club for the local community
3. Appropriate facilities to enable the progression of Racing Club Warwick Football Club through the football pyramid
4. Appropriate facilities for changing and football playing as expected by existing players and juniors team and for progression through the football leagues
5. Assist the council to achieve mutual goals to provide facilities and build community spirit within the local area and beyond

Proposals

Demolition and site clearance:

Removal of unused and derelict structures and preparation of site for use, including:

- Portacabins (x2)
- Remains of old changing rooms
- Depot building (floods after recent building work, damp, requires new roof, etc.)
- Boxing Club building (vandalised and unusable)
- Areas returned back to car parking

Existing building renovation:

Square the building, reroof and refurbish appropriately to support goals, including:

- Bar and lounge
- Boardroom
- Kitchen and servery
- Office
- Storerooms, cellar, etc.
- High standard function room
- Toilet facilities

Changing rooms:

Built and furnished appropriately, and as expected, to enable the Club to progress through the football pyramid, including:

- Referees changing rooms
- Physio room
- Managers office
- Kit room

Outdoor sports facility:

- All weather
- Floodlit