Feasibility Study 26 June 2015

CONFIDENTIAL



Version 4





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Vision

Altrincham Kersal Rugby Football Club aims to be South Manchester's leading community rugby club with amateur status, providing opportunities for men, women, girls and boys of all ages and abilities to play rugby and benefit from the camaraderie that exists in the club and contribute to improving the health and wellbeing of local residents.

This shall be achieved by

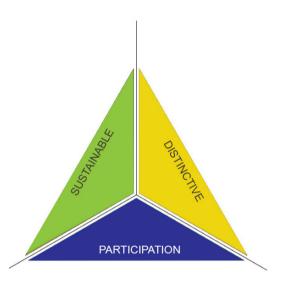
- Increasing PARTICIPATION
- Being DISTINCTIVE
- Being SUSTAINABLE

In 2015, the world cup shall be held in England. By the time the competition starts, the club will be ready to welcome the community into our facilities and join us in participating in the rugby spectacle and become excited about the skills and performances of our players and teams, to be inspired to participate.

In 2017, the club will celebrate its 120th anniversary by championing our successes and broadening our appeal to the community further with a commitment to contribute to improving the health and wellbeing of the local community.

AKRFC is leading to 120 years of rugby.

AKRFC is a forward thinking club with traditional rugby values at the heart of the community.



In developing the plan, nine key strategic areas have been identified to become a more successful rugby club and benefit from the World Cup in September 2015 and our 120th Anniversary in 2017.

	Outcome	Objectives
CLUB & COMMUNITY GAME	Grow our club through a player experience that maximises retention and integrates a development pathway to the senior teams.	Increase player numbers in all game types (from Touch to XV a side) to have 600 participants by Sept 2017. Increase our reach out programme in schools Develop social programmes that promote and reinforce our values and support the community
PLAYING HONOURS	Successful 1st team underpinned by winning junior teams. Providing the best programmes / structures managed by the best people.	Winning a League Championship once every 4 years, and finishing top 5 in the other years. Pursue a model of best practice to allow juniors and minis continue to meet the player needs of the senior game.
PEOPLE DEVELOPMENT	Implement sustainable volunteer and staff development programmes and work together to become a unified force.	Ensure people and skills are in place to support and deliver this plan. Ensure implementation of safeguarding plans is robust. Enhance the coaching and referee network with structured progression for members
FACILITIES	Provide appropriate modern facilities that enable our activities flourish	Provide changing rooms, function rooms, pitches and car parking to support the club's activities and development.

GOVERNANCE	Revitalise the Club structure in line with best leadership practice.	Identify improvements and ensure sustainable best practice for providing leadership of rugby at the club, ensuring governance is 'fit for purpose for the game and business of rugby. Ensure high quality succession planning for all k leadership positions.		
FINANCE	Financially secure, strong financial accountability to support the club's activities at all levels.	Maintain financial sustainability and integrity through the current economic conditions and actively manage the membership database. Provide the resources to improve the facilities.		
COMMERCIAL AND SPONSORSHIP	Maximise the brand equity of the club within the community, schools and amongst key stakeholders.	Maximise revenue generation to ensure we continue to support the club's activities and development.		
COMMUNICATION and SOCIAL MEDIA	Effective communication at every level	Maximise our communication between members and within the community, schools and with our key stakeholders.		
INFLUENCE	Maximise our impact in the local community	Develop a strategy to ensure we have influence in the local community. Develop working relationships with key stakeholders.		

Being active and healthy is at the core of our club. Participation shall be increased by developing a programme of activities to support efforts in widening participation. Increasing participation is about more than simply providing sport. It is about providing opportunity. It is about providing attractive and technically excellent programmes and facilities.

Being distinctive is about reinforcing positive features, our culture and values and about what makes us different to other clubs. It is about creating places and spaces that are attractive for more than sport. It is about quality design and materials.

To be sustainable the facilities and operation of rugby needs to be both environmentally and financially sound. The facilities need to be capable of multiple uses, now and in the future so that use is maximised. Facilities need to be flexible and easily adaptable.

Facilities Design Brief and Action Plan:

The Stelfox Avenue clubhouse was constructed in 1968 and now no longer meets the needs of a modern rugby club. Many aspects of the clubhouse are at the end of their serviceable life and their replacement requires planning for. To meet our aims for the facilities and provide appropriate modern facilities that enable our activities flourish we shall:

- Consider the wider aspirations for the club and acknowledge the shortcomings in the existing 1960's building to establish detailed proposals.
- Refurbish and improve the club house on a progressive basis to maintain the asset and provide modern facilities that enhance the rugby experience or consider alternative locations and more extensive proposals that meet our aims and objectives.
- Broaden the use of the club to include non-rugby activities through providing a better environment & facilities.

Executive Summary

This section provides a concise summary of recommendations to meet the objectives identified. A review of the existing activities and provision has been carried out to understand what people are currently doing and how this experience is being considered by the club participants.

Altrincham Kersal Rugby Football Club aims to be South Manchester's leading community rugby club with amateur status, providing opportunities for men, women, girls and boys of all ages and abilities to play rugby and benefit from the camaraderie that exists in the club and contribute to improving the health and wellbeing of local residents.

Nine key strategic areas have been identified to become a more successful rugby club and benefit from the World Cup in September 2015 and our 120th Anniversary in 2017. The clubhouse was constructed in 1968 and now no longer meets the needs of a modern rugby club. Many aspects of the clubhouse are at the end of their serviceable life and their replacement requires planning for and meet our aims for the facilities and provide appropriate modern facilities that enable our activities flourish

Site Selection

The current facilities at Stelfox Avenue support the primary criteria of being close to the current membership. The pitches are essentially level and free draining. The orientation of pitch 1 is close to the RFU preferred alignment.

Consideration shall be given to researching alternative sites that might be available.

The Proposed Facilities

Consideration has been given to the opportunity to expand the current facilities at Stelfox Avenue, as well as replace the current club house. A schedule of accommodation has been provided.

Space shall be allowed for future expansion. A 15 year maintenance plan will be developed for the new facility to enable future generations benefit from this investment in a sustainable manner.

The opportunity to provide a commercial physiotherapy suite is articulated. Other initiatives that can be considered further include expanding the gym beyond club member use to provide for

fitness strength and conditioning. Likewise, The expansion of the facilities for local businesses use space for their offices. The proposed increase in facilities, opening hours and chances to participate are predicated on being managed by the Rugby Club on a volunteer basis along with provision of additional working resource. The club is an amateur not for profit organisation.

The opportunity to locate the club facilities on the existing Mini's training area and adjacent the 4th team pitch have been articulated.

The opportunities to develop alternative sites shall be explored.

Concept layouts

4 options have been presented and include

- Extension and refurbishment of the changing rooms. New first floor function room
- Replacement changing rooms in a new block and replacement of the existing changing rooms with a function room
- Extension and refurbishment of the changing rooms. New first floor function room above the Match Day Room.
- New club house

Consideration shall be given to combining the facilities with the Football clubs to benefit from Lottery and Sport England funding. Reduced scope proposals can be considered and all schemes shall be compared with a de-minimus "do nothing" option.

Improvements to the pitch facilities shall be given further consideration, including provision of an all weather surface.

The opportunity to develop alternative sites shall be explored.

Next Steps

The full strategic review of the club's vision and objectives shall be carried out and agreed by the management team and communicated with the members.

The members and external agencies shall be consulted and actively engaged in the formulation of

detailed options and appraisals to formulate a preferred scheme. Lease negotiation for the 4th team pitch

Introduction

Purpose of this report

This report records the findings of a detailed feasibility study to establish a facilities development plan for Altrincham Kersal Rugby Football Club. This report should aid decision making in parallel with decisions on the Club's overall Sports Strategy.

The brief

The feasibility study is linked to a business viability study, which is based around a step change in the holistic delivery of rugby that will:

Deliver an inspirational offer of high quality facilities and sports programmes which increase

- 1): participation in sport, health and wellbeing activities.
- 2): Add significant value to the experience of the AK club member.
- 3): Support delivery of the sport in a sustainable manner.

This is compared with a deminimus proposal that retains the facilities currently at Stelfox Avenue.

The feasibility study shall be communicated in a comprehensive manner within and outside the club to optimise the delivery of the chosen direction. A central component in the communication process shall be to engage with members in developing the options and in considering the constraints and opportunities. In developing the plan, nine key strategic areas have been identified to become a more successful rugby club and benefit from the World Cup in September 2015 and our 120th Anniversary in 2017.

Method

The methodology deployed in providing this report seeks to identify the needs, understand why and defines the objectives. Through consultation and research, the needs have been clarified,

synergies established and a proposal developed that provides a clear path to the investment decision that can deliver certainty of outcome.

Background information about the current provision for rugby has been gathered together with an understanding of the potential for development.

A vision statement and clear objectives are indicated and shall be defined and consensus achieved with key stakeholders through consultation.

Work has been undertaken to apply the vision to the physical site in the context of an achievable business plan. This includes identifying and exploring synergies with other organisations in the community to maximise the benefit to the Club.

The report is submitted documenting proposals that satisfy the objectives.

Issues and Objectives

Issues:

Aging facility Significant investment is required to provide safe and appropriate facilities to

meet basic standards.

Capacity Lack of capacity to meet current and future demand.

Reputation Risk to reputation associated with facilities of a lesser standard than

competitors/peers.

Objectives:

Participation Inspirational offer of high quality facilities, people and programmes to drive

participation.

Improvement of facilities that will enhance the sports provision.

Distinctive An integrated sport and wellness culture that contributes to the local and

national profile of the Club.

Sustainable Financially and environmentally sustainable improvement of the AK experience.

Improvement of facilities that will enhance the sports provision.

The response to the project objectives:

Environmentally sustainable designs

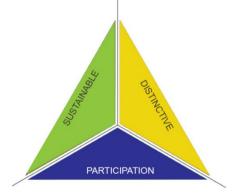
Reduce maintenance spend on the facilities

Affordable capital expenditure

Capacity for growth

Welcoming destination: place to meet the place to be

Raise and enhance the Club's local and national profile



Provision relevant and available to the community

More opportunities to participate through enhanced facilities

Development of people and programmes to participate

Background

A key issue is access for all, to the facilities. Although the club has sufficient pitches it does not have sufficient changing rooms to support 3 home games at one time. The current changing facilities means the club cannot support Junior, women's and men's games at the same time. The dressing rooms are small and have no direct en-suite facilities.

The sporting requirements are to play 3 home games at one time and for Mixed ages / sexes to use changing facilities at the same time.

• The physical solution provides for 6 changing rooms capable of accommodating full teams for the 15 aside game.

The club house is tired and unwelcoming. To address this, the Club is currently entering a RFU initiative to invest in the social facilities and shall upgrade its entrance, toilets and function room during the Spring of 2015. Further major expenditure is expected and has to be planned for. In addition to the ongoing reactive maintenance expenditure there are requirements for:

- New roof
- New heating system
- Refurbished toilets
- Replacement kitchen equipment

Car parking at the club is restricted and on street parking causes anguish for the neighbours, especially on a Sunday when the club is at its busiest. Overflow parking is available at Timperley Library. However, this site is the subject of a new community development to provide a new Health Centre and car parking will be reduced.

The club needs to consider how additional car parking can be provided at Beech Fields and thereby improve its relations with its neighbours as well as enable the club function and be an attractive destination.

The level of expenditure envisaged has meant that it is appropriate to carry out a feasibility study into replacing the current building and looking at the options available. This study shall be carried out during summer 2015. Options currently being considered include:

• Like for like replacement

- A new enlarged facility
- Shared facility with football clubs using Beech Fields
- Retention and refurbishments to the existing building
- Minor alterations and retention of the existing facility

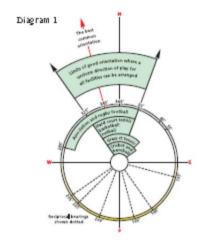
The Club pitches are used by the local community and dog walking is particularly popular. There is a health risk from dog fouling and various steps need to be devised to limit the problem and keep people healthy.

Identification of Sites

A number of locations shall be considered as a suitable venue for the Club. It is recognised that the existing facility at Stelfox Avenue meets the primary criteria of being close to the current membership. The pitches are essentially level and free draining. The orientation of Pitch 1 is well suited to Rugby, being close to the north south alignment depicted in the RFU diagram. The limitations of Beech Fields are primarily its open nature and limited opportunity to provide security.

Altrincham Kersal RFC has been based at a number of sites across Manchester, since its inauguration in 1896. Security of tenure is an important requirement to optimise investment decisions. Whilst the club has a 30 year lease for its 3 main pitches and club facility, the 4th team pitch is used on an annual licence.

Other locations around Trafford have been considered however only Manor Farm on Ridgeway Road is currently available and the current leaseholder is wishing to sell.





Trafford - Existing key sporting facilities





Stelfox Avenue - Beech Fields

Manor Farm on Ridgeway Road is a 24acre site that has been used for football by clubs such as Stockport County. Pitches have been created to a high standard and some benefit from irrigation and drainage. The site can hold 4 full size rugby pitches 2 junior sized pitches and 6 standard size training grids. The orientation of Pitch 1 is well suited to Rugby, being close to the north south alignment

depicted in the RFU diagram. The opportunity exists to include other sports at the ground and expand the current membership of Kersal. The site borders the Broomwood Estate on the north side of Ridgeway Road. On the east boundary there is a Bridleway. Land to the south is occupied by Bowdon Rugby Club. Land to the south east is farm land. The site has a secure boundary and gated access. The buildings on the site include a dilapidated farm complex. The original farmhouse is currently habitable and used by the site caretaker. The Barn complex has been used as a club facility however it is in poor condition and accommodation is of a low standard. A car park and service access can provide for 105 cars. One barn has been demolished following a fire. There is an area of land to the east of the building complex that is currently waste ground. The Landlord is Trafford Borough Council. The lease is for a 99 year term that commenced in 19.....



Manor Farm - Ridgeway Road







Site Selection

Existing 30 year lease/ 99 year lease Connected to site services and road infrastructure

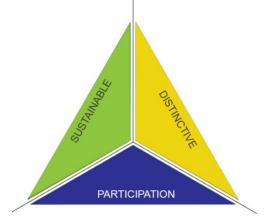
Future expansion supports operational business plan.

Close to current membership base

Welcoming destination: place to meet the place to be

Raise and enhance the Club's local and national profile

Set within an attractive landscape



Close to current membership base 4 / 6 pitches available for the club Good access by car and minibus Good access for local community by walking, cycling and public transport

Facilities

The main components of the scheme shall be:

- A structure that will provide for changing, washing and toilet facilities with hot and cold water, heating, ventilation and electrics. Changing capacity should be for 18 people and accommodate 3 matches at any one time.
- Spaces that will provide for warm up, training and indoor tuition.
- Spaces for after match socialising including provision for hot food
- Spaces that can be used in a flexible manner for a variety of activities including functions, keep fit classes, sports such as badminton.
- Provision of facilities to enable unrestricted access opportunities for people with various disabilities
- In addition, consideration shall be given to the external lighting of the facility, security arrangements and opportunities to minimise vandalism and provide safety and security for participants.

In parallel with this proposal, a 15 year long-term maintenance plan will be developed to ensure that the capital investment in the facilities is optimised.

Infrastructure requirements

Access and car park: As a minimum. the car park shall be provided so that maintenance is required less often and potholes are minimised by having a level area and applying DT type 1 stone build up. However to attract more visitors to the club a fully macadamed car park is preferable. First impressions count.

Drainage: Provide foul and surface water drainage. Water: provide metered supply with capacity for showers and toilets and kitchens.

Electricity: provide supply from nearest source. Gas: provide gas installation for kitchens and boilers

IT: Provide network coverage within the building with a mixture of fixed wiring and wi fi.

Opportunities for Commercialisation

The club already seeks to increase its income generation from outside the club membership base by hiring its current function room. The opportunity exists to provide a commercial physiotherapy service to supplement and reinforce the service provided for the senior teams.

It may also be possible to rent space as commercial offices for local businesses. Other possibilities of this nature also exist. Consultation with Trafford Council should open up further options.

The development of a new health centre is being planned for the Timperley Library site. The club should take advantage of this initiative and provide complementary facilities and activities associated with the health and wellness agenda and getting people active. The Club should investigate the possibility of expanding its provision for fitness, strength and conditioning.

Site Analysis

The strengths of the existing site are:

- · Level playing surfaces
- Free draining pitches
- 4 pitches and training areas
- Floodlighting on 3 pitches

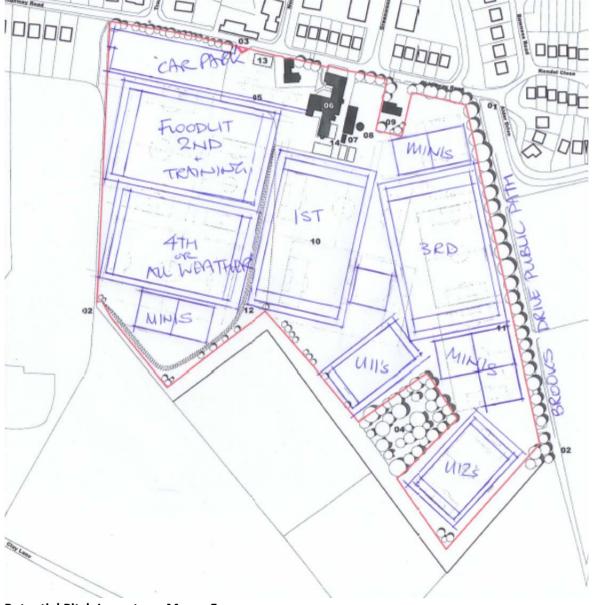
The review of the facilities includes consideration of the existing club house location. The second option is to use the current minis training area and the third option is to place the building adjacent the 4th team pitch so that the facility can be shared with the other users of Beech Fields.

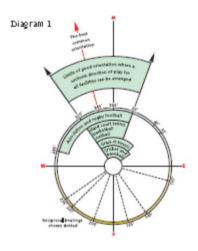
Car parking can be provided by accessing Beech Fields from Stelfox Avenue or Grange Avenue.

The options can be considered in relation to the benefits provided in terms of access, car parking, spectator viewing, and thereby enhance participation, distinctiveness and sustainably of the club.









Potential Pitch Layout - Manor Farm

Site Strategy

Connected to site services and road infrastructure
Future expansion supports on operational business plan.

Welcoming destination: place to meet: the place to be

Raise and enhance the Club's national and local profile

Set within an attractive landscape Site strategy offers potential for further facilities to be integrated

Good access by car and minibus
Good access for local community
Excellent views of the rowing activity

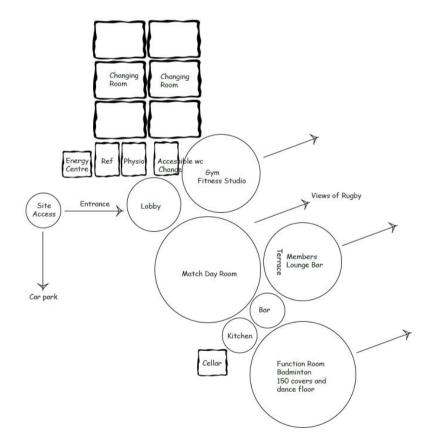
PARTICIPATION

Good views of the rugby

Relationship Diagrams

Sport England and the RFU provide guidance on the creation of modern facilities when considering the optimum layout for club facilities. Consideration of the relationship between activities at this early stage is critical for optimising the design later on and enable decisions be taken when comparing proposals.

For AK, the facilities required the diagram is:





Concept Layouts

A number of options are presented here to open the discussions and consultation regarding the scale of ambition. Each option shall be considered and ranked in relation to the objectives and vision.

Option 1

Comprises extension of the changing rooms towards pitch 1 as well as alteration and refurbishment of the existing changing rooms. It shall include provision for a physiotherapy services and the disabled. The changing rooms shall be ensuite.

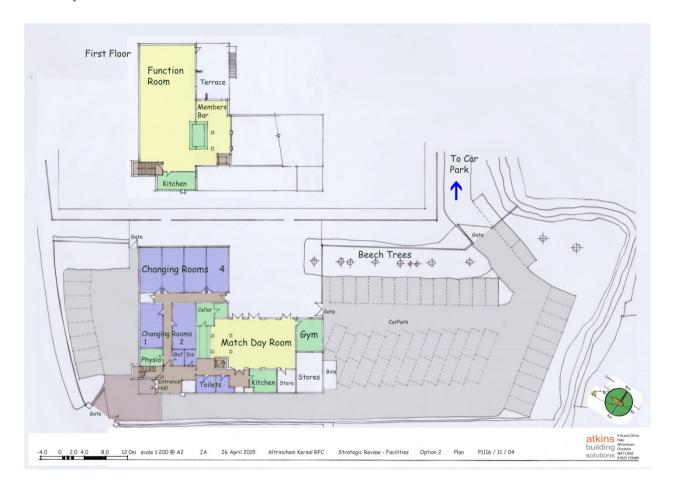
A new first floor shall be created above the changing rooms to reate a function room with toilets, bar and kitchen. A lift shall be provided.

The existing function room shall be retained as a match day room and include a gym and enhanced stores for equipment and grounds machinery will be provided.

A new entrance shall be provided at the corner of the building opposite the entrance to improve the linkages between the new and existing activities whilst making the facility more welcoming.

Car parking shall be extended onto the existing minis training area.





Option 2

Comprises a single storey extension in the existing car park to provide 6 changing rooms and physiotherapy services. The changing rooms shall be ensuite. Once this is completed, the existing changing rooms shall be converted to form a new function room.

The existing function room shall be retained as a match day room and include a gym and enhanced stores for equipment and grounds machinery.

A new entrance shall be provided at the corner of the building opposite the entrance to improve the linkages between the new and existing activities whilst making the facility more welcoming.

Car parking shall be extended onto the existing minis training area.





Option 3

Comprises extension of the changing rooms towards pitch 1 as well as alteration and refurbishment of the existing changing rooms. It shall include provision for a physiotherapy services and disabled. The changing rooms shall be ensuite.

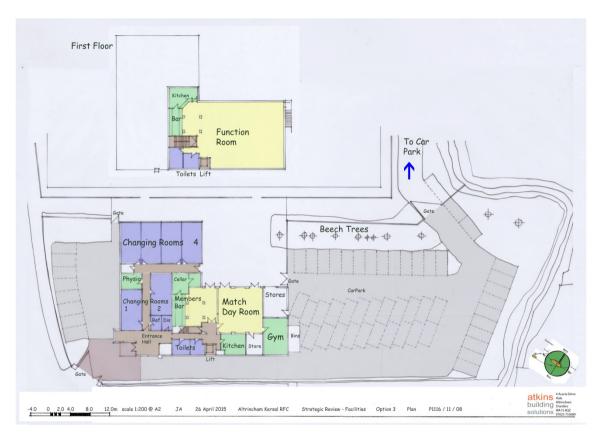
A new first floor shall be created above the refurbished Match Day Room to create a function room with bar, kitchen and toilets. A lift shall be created.

The existing function room shall be retained as a Match Day Room and include a gym and enhanced stores for equipment and grounds machinery. The members bar shall be repositioned to use the existing bar.

A new entrance shall be provided at the corner of the building opposite the entrance to improve the linkages between the new and existing activities whilst making the facility more welcoming.

Car parking shall be extended onto the existing minis training area.





Option 4

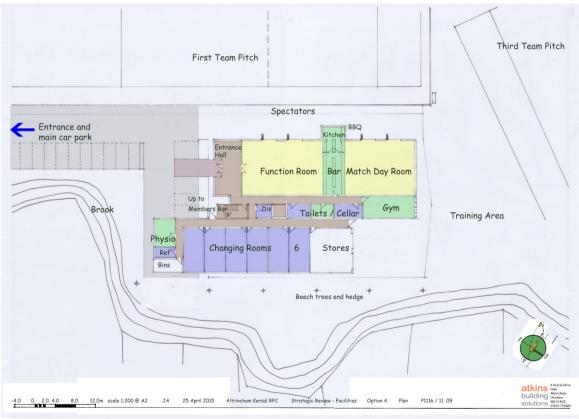
Comprises a new building for all the facilities and is located on the current Minis training area.

The drawings show a 2 storey function room to enable the space be used for badminton. The members bar is located above the entrance, which is facing the car park and pitch.

The existing building shall be demolished and land used for car parking.

A single bar and kitchen provide for the function room and Match Day Room to enable staffing costs be kept to a minimum. Physiotherapy services are provided adjacent the changing rooms and is located close to the main entrance.









Site Plan Manor Farm



Ground Floor Layout



First Floor Layout

Other options

Consideration shall be given to providing a joint development with the 2 football clubs using the far end of Beech Fields. In this case the club buildings could be adjacent the 4th team pitch with access and car parking provided via Grange Avenue.

The need to fund the facilities through the Lottery and Sport England will drive this initiative.

Another consideration will be to invest in an all weather pitch to replace pitch 4.

In the options presented it is possible to scale back the aspirations and simply extend the changing rooms to provide 2 ensuite changing rooms to RFU standards.

The existing building can simply be refurbished on a phased basis to bring the accommodation up to a standard that will either meet the club's overall vision and objectives or alternatively fail to meet them. In this instance, the club will have to redraft and scale back its vision and objectives. In these circumstances, the negative impact on the Club's financial position will have to be considered.

Playing Provision

Whilst the existing pitches are level and free draining, with the current maintenance regime, the pitches could quickly become unplayable. Since the intention is to increase participation, this will mean that additional maintenance will need to be arranged.

Consideration shall be given to improving the drainage and the playing surface. The provision and use of all weather surfaces could be used in a number of situations to enhance training opportunities and spectator areas.

Use uf the 1st team pitch dead ball zones and land between pitches 3 and 4 shall be considered for the minis training areas.

Beech Fields is used extensively by dog walkers and the local community. In consultation with Trafford Council we will develop initiatives that seek to reduce the harm and potential health hazards by combining permanent spectator rails with netting.

Spectators for the 1st team can either watch the matches from the pitch side or from the terrace in front of the club house. It is intended to progressively improve the banking on the west side of the pitch by managing the undergrowth and increasing the banking and provision of a surfaced footpath. Consideration shall be given to the provision of coaching dug outs.

Provision of disabled parking and viewing facilities shall be provided on the east side of pitch 1.

Concept Layout

Capacity for growth through programming
Environmentally sustainable design
Building quality commensurate with
21st century expectations

Set within an attractive natural landscape

 $\label{potential} \mbox{Potential physiotherapy business.}$

Potential use for small business offices, meetings and activities associated with wellness

Potential architectural quality

Facilities provided for community rugby can be accommodated by programming.

PARTICIPATION

Modular expansion for community provision of function room Improved training facilities increase use

Precedent Study

Examples of club houses showing a mixture of traditional and modern styles as well as sustainable solutions.



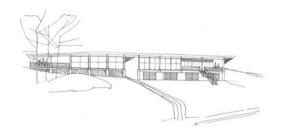


























































Preliminary Cost Report

,	Option 1 Function Room Above changing rooms		Option 2 Changin		rooms in new block	
			£			£
Function Room	235			209		
Match Day Room	149.5	no work		149.5	no work	
Members Lounge	102	no work work only to		102	no work	
Bars and Kitchens	96.5	1st		62.4	work to ex	tension room
Toilets and circulation	60	no work		60	no work	
Gym	30			36		
Entrance Hall	44			44		
Changing Rooms	224			229.5		
Circulation	51.3			56.7		
Stores	50			38.5		
Physio etc	27			33		
Total	1069.3		£	1020.6		£
	736.8	constn	1,031,520 £	673.7	constn	943,180 £
		fees	103,152 £		fees total exc	94,318 £
		total exc vat	1,134,672 £		vat total inc	1,037,498 £
		total inc vat	1,361,606		vat	1,244,998

	Option 3			Option 4		
	Function room above Match Day Room			New Bu	ild at Stelfox	
			£			£
Function Room	262	work to extensi	ion only	198		
Match Day Room	90	no work		154		
Members Lounge	52	no work		59		
Bars and Kitchens	110.7	work to extensi	ion only	61		
Toilets and circulation	60	no work		122		
Gym	50			47		
Entrance Hall	44			49.5		
Changing Rooms	224			225		
Circulation	51.3			59.4		
Stores	30			72		
Physio etc	27			44		
Total	1001			1090.9		
			£			£
	711.3	constn	995,820 £	1090.9	constn	1,527,260 £
		fees	99,582		fees	152,726
			£		total exc	£
		total exc vat	1,095,402		vat	1,679,986
			£		total inc	£
		total inc vat	1,314,482		vat	2,015,983

Option 5

Manor Farm Conversion and new build

			£
Function Room	194		
Match Day Room	63		
Members Lounge	91		
Bars and Kitchens	70		
Toilets and circulation	69.5		
Gym	45.5		
Entrance Hall	41		
Changing Rooms	220		
Circulation	65		
Stores	72		
Physio etc	78		
Other Spaces eg offices			
Total	1009		
			£
	1009	constn	1,412,600 £
		fees	141,260 £
		total exc vat	1,553,860 £
		total inc vat	1,864,632

	Existing Club House Floor	Areas	Manor Farm Existing	g Areas
Function Room	nil		172	
Match Day Room	140		87	
Members Lounge	72		nil	
Bars and Kitchens	55		50	
Toilets and circulation	24		45	
Gym	nil		61	
Entrance Hall	14		2	
Changing Rooms	134		123	
Circulation	30		25	
Stores	44		19	
Physio etc	nil		46	
Other Spaces eg offices			193	
Total	513		823	
		718,200		1,152,200
		71,820		115,220
		£		£
		790,020		1,267,420



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AKRFC Facilities Development Plan

Feasibility Study 26 June 2015

Version 4