

Town Stadium Complex at Hemel Hempstead feasibility study

A Phase 2 report by pmpgenesis – Appendix



Basis of information

It is not possible to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of our research and information made available to us at the time of the study.

Neither pmptgenesis as a company, nor the authors, will be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any contents of this report. We have relied in a number of areas on information provided by the client, and have not undertaken additional independent verification of this data.



Appendix A – summary of management options

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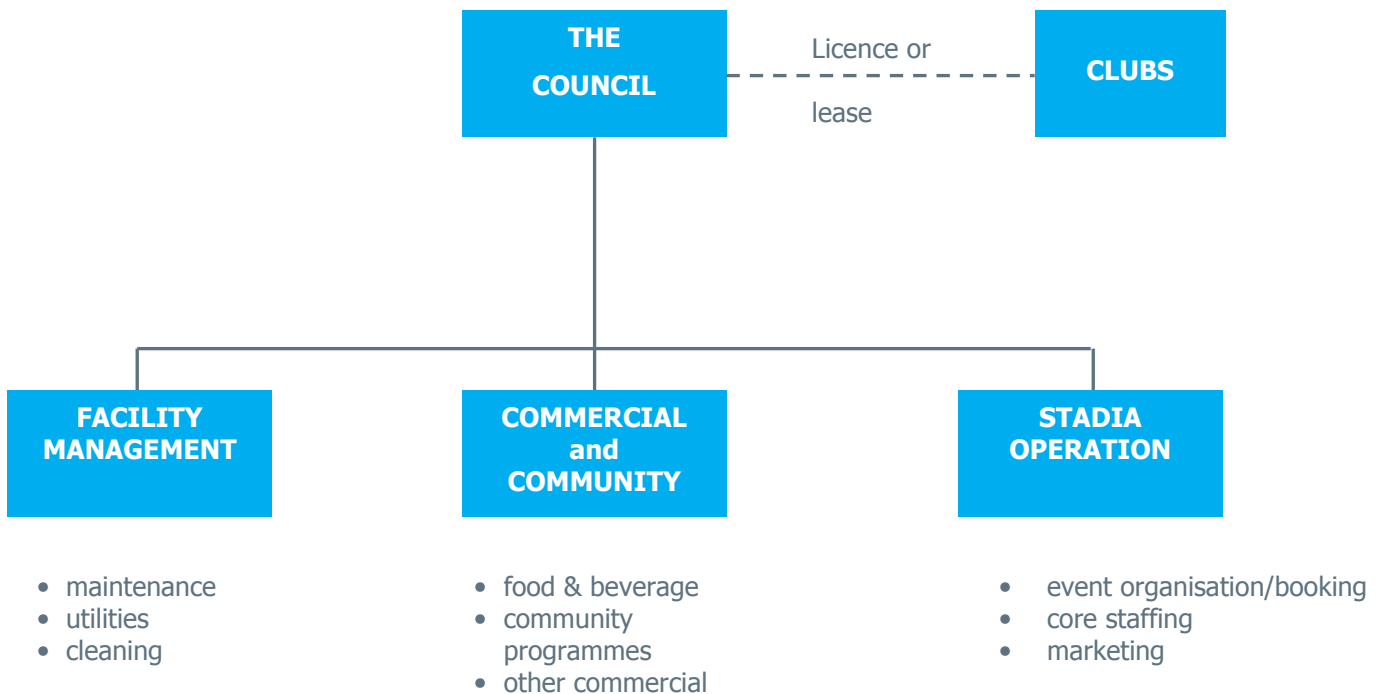
Introduction

This section demonstrates the structure, key principles and sub-options of four stadium management options, as follows:

- Option A - direct management by public sector
- Option B - management contract
- Option C - tripartite company
- Option D - club operation.

These options are considered in turn below.

Option A - Direct Management by public sector



Key principles

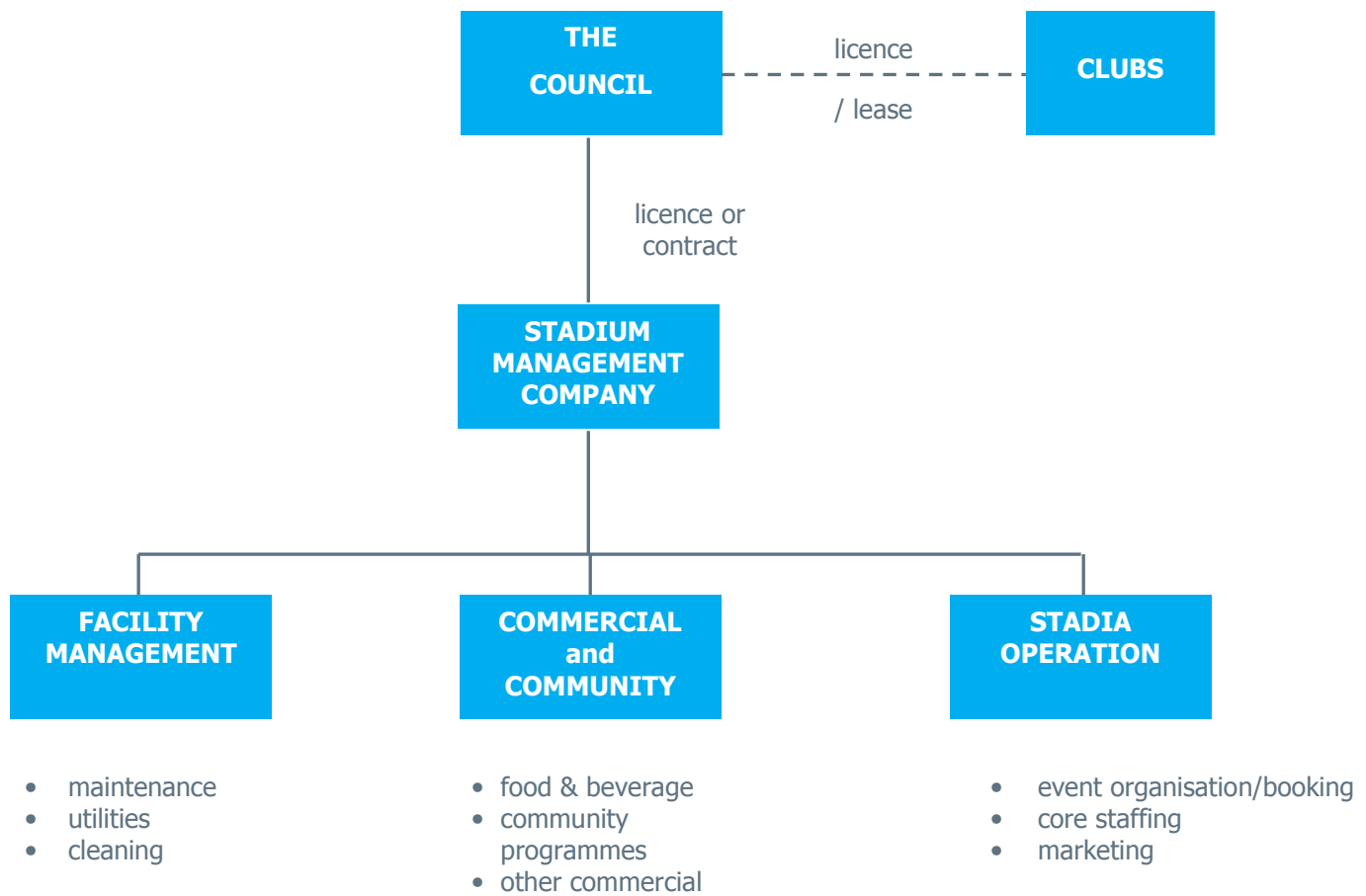
1. Stadium is owned and operated by Public Sector.
2. Public Sector incur all costs and receive all income.
3. The Clubs have a licence / lease to occupy exclusive areas (for example: offices) and use of stadium for matches.
4. Public Sector have direct control over policy and operation.

Sub options

- i) Direct Management – Public Sector operate all cost centres (Facility Management (FM) / Commercial / Stadia Operation) directly employing staff.
- ii) Franchise Management – Public Sector contract out certain cost centres including FM and Commercial. Stadia Operation is directly managed by Public Sector.

Advantages	Disadvantages
<ul style="list-style-type: none">• Direct control of operation and policy direction of stadium• All surpluses can be reinvested in the Stadium, although they may not be subject to other budgetary pressures	<ul style="list-style-type: none">• Incurs all operating risk and potential losses• Potential lack of commercial and stadia operation expertise• Tenants will have lack of ownership in 'making it work'. There is a risk that Tenants will move if they can identify a better offer• Potential leakage of surpluses due to other Public Sector priorities and budget constraints• Potential lack of investment in the upkeep of the Stadium due to other priorities for the Public Sector

Option B - Management Contract



Key principles

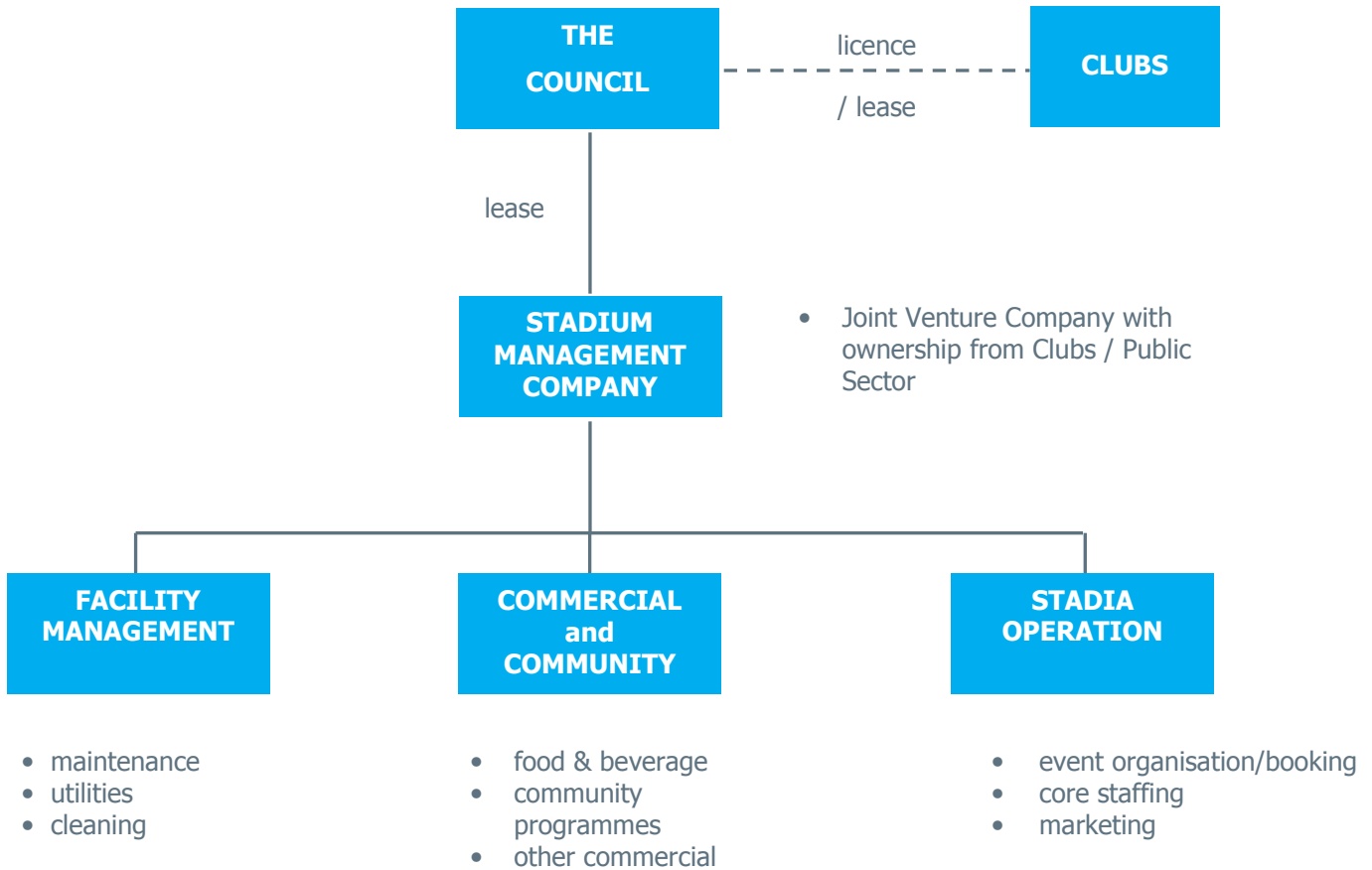
1. Stadium is owned by Public Sector.
2. Public Sector enter into management contract or lease with Stadium Management Company (a specialist commercial company or possibly trust).
3. The Clubs have a licence / lease to occupy exclusive areas (for example: offices) and use of stadium for matches.
4. Public Sector controls policy through specification or lease. Operation controlled by Management Company.

Sub options

- i) Short term Management Contract – Public Sector enter into 5-10 Year Management Contract.
- ii) Long term lease - Public Sector enter into longer term (15-25 yr) lease with Management Company.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Commercial and stadia expertise to operate the Stadium, potentially delivering greater revenue • Control of the operation and policy is through the management contract enabling effective control by the Public Sector. • Transfer of risk to the private sector, although there is only a limited amount of event income risk which will be taken 	<ul style="list-style-type: none"> • Tenants will have lack of ownership in 'making it work'. There is a risk that Tenants will move if they can identify a better offer • Potential lack of investment in the upkeep and infrastructure of the Stadium • Any variations in the management contract will cost the Public Sector • Likely to be a focus on commercial activities as opposed to community events and activities

Option C - Tripartite Company



Key principles

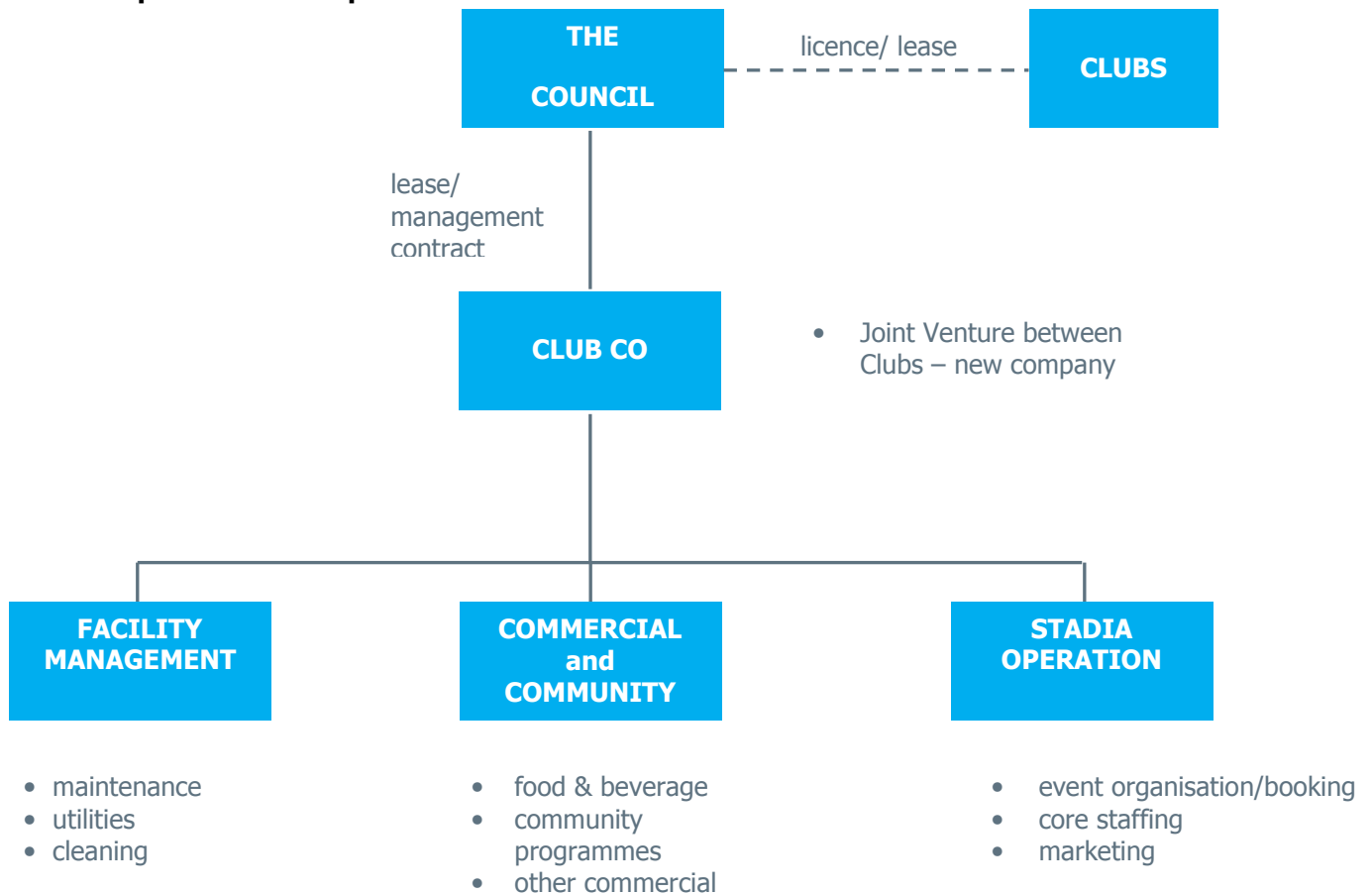
1. Public Sector own Stadium and lease to Stadco. Public Sector control is through lease plus influence or control of Stadco.
2. Stadco determine policy and operation of the Stadium.
3. The Clubs have a licence / lease to occupy exclusive areas (for example: offices) and use of stadium for matches.
4. Stadco can be either a profit or not for profit company.

Sub options

- i) Stadco – Cost Centres are directly managed by Stadco.
- ii) Stadco plus Manco – Stadco lease to Management Company (which could be the club company) who operate stadia. Stadco control strategy.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Ownership of the guiding principles and a 'will to make it work' if the company is structured properly. • Commercial and stadia expertise to operate the Stadium, potentially delivering greater revenue in particular from the Clubs, however there will be a need to ensure the right calibre of staff are appointed • Public Sector can influence and guide policy and ensure a focus on both community and commercial activities. • Transfer of risk to the tripartite company, although there may be the need for public sector support in the early years 	<ul style="list-style-type: none"> • Potential lack of investment in the upkeep and infrastructure of the Stadium – the objectives and lease terms will need to be structured properly • Potential conflicts between shareholders, in particular clubs and the public sector

Option D - Club Operation



Key principles

1. Public Sector own Stadium.
2. Public Sector control policy / strategy through lease or management company.
3. The Clubs have a licence / lease to occupy exclusive areas (for example: offices) and use of stadium for matches. This may not be needed if lease given to Club Co.

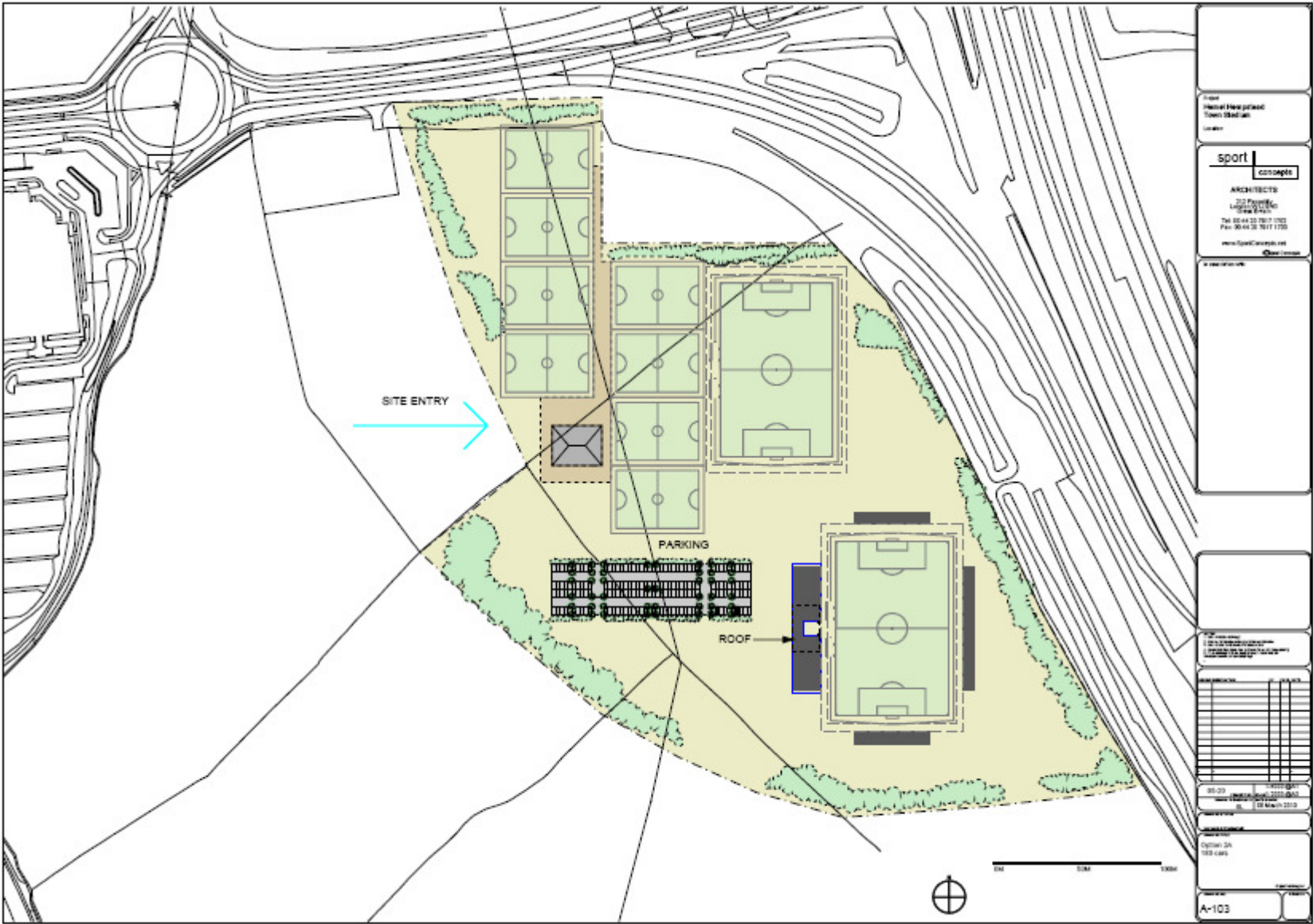
Sub options

- i) Management Contract – Public Sector enter into a short term 5-10 years Management contract with Club Co.
- ii) Medium Term Lease – Public Sector enters into a medium term (15-25 years) lease.
- iii) Long Term Lease – Public Sector enters into a 99/125 year lease.

Advantages	Disadvantages
<ul style="list-style-type: none">• Ownership of the guiding principles and a 'will to make it work' if the company is structured properly, however this would be focused on club activities.• Commercial and stadia expertise to operate the Stadium, potentially delivering greater revenue in particular from the Clubs, however there will be a need to ensure the right calibre of staff are appointed• Transfer of risk to the clubs, although there may be the need for public sector support in the early years	<ul style="list-style-type: none">• Potential lack of investment in the upkeep and infrastructure of the Stadium – the objectives and lease terms will need to be structured properly• Potential conflicts between clubs• The focus of activity will principally be on the club activity and commercial activities• Perception the Stadium has been 'given' to the Clubs with limited community activities

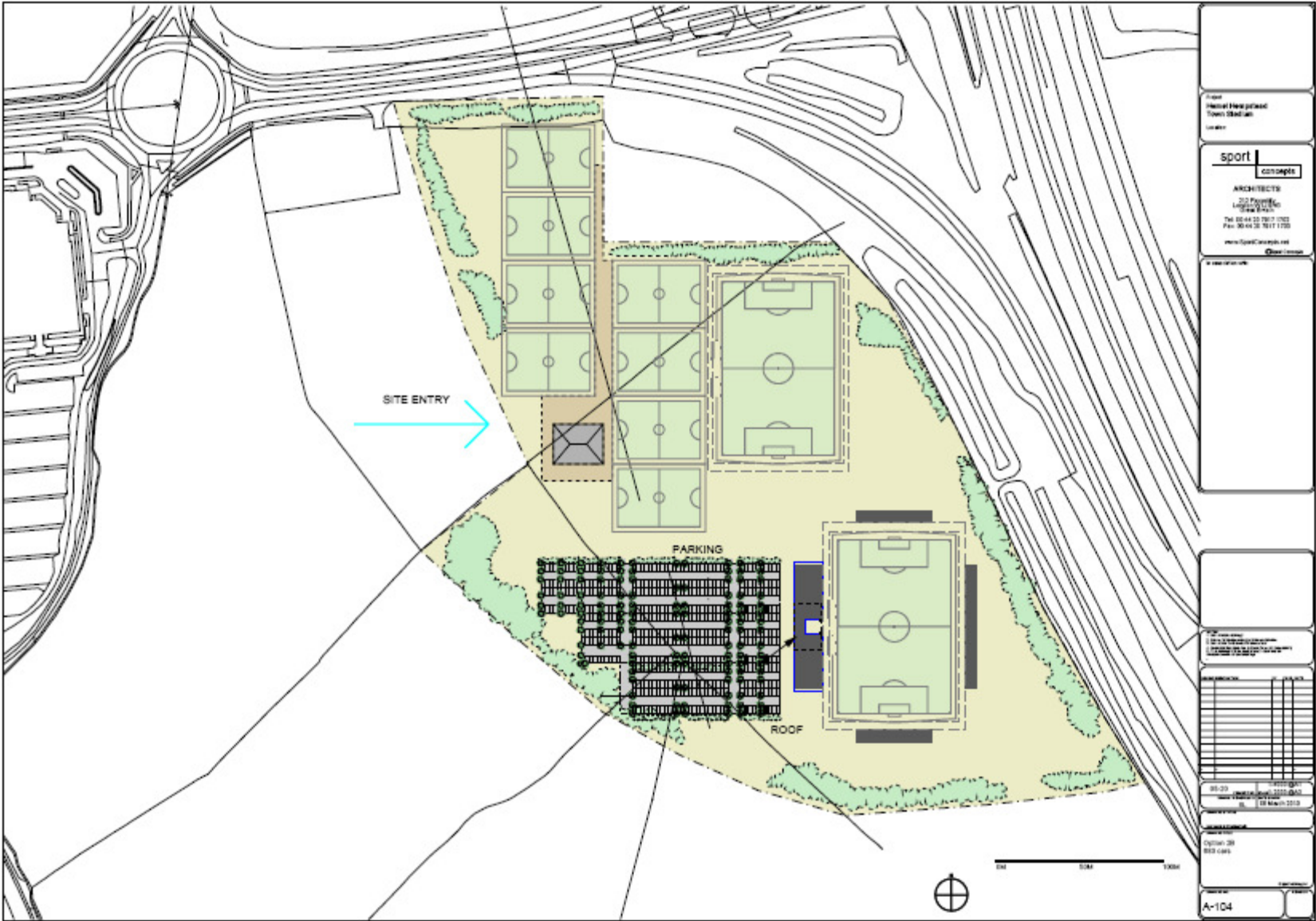
Appendix B – site layout options

Site configuration options – Option 2a



Town Stadium Complex at Hemel Hempstead
 A Phase 2 feasibility study by pmpgenesis

Site configuration options – Option 2b



Town Stadium Complex at Hemel Hempstead
A Phase 2 feasibility study by pmpgenesis

Appendix C – Hemel Hempstead Town Stadium Business Plan

Dacorum Borough Council
HH Town Stadium - Preferred Option (Phase 2)

FINANCIAL SUMMARY

	YEARS				
	1	2	3	4	5
INCOME					
Dry side	0	0	0	0	0
Rentals	39,574	39,574	39,574	39,574	39,574
Outdoor Facilities	112,903	112,903	112,903	112,903	112,903
Health and Fitness	478,040	671,840	736,525	766,321	766,321
Wet side	0	0	0	0	0
Secondary	20,643	27,164	29,271	30,324	30,324
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
TOTAL INCOME	651,160	851,482	918,273	949,122	949,122

	YEARS				
	1	2	3	4	5
EXPENDITURE					
Staffing Costs					
Salaries and Wages	270,569	270,569	270,569	270,569	270,569
Premises					
Utilities	87,424	87,424	87,424	87,424	87,424
Repairs and Maintenance	43,616	43,616	43,616	43,616	43,616
Grounds Maintenance	18,308	18,308	18,308	18,308	18,308
Cleaning	3,662	3,662	3,662	3,662	3,662
National Non-Domestic Rates	100,000	100,000	100,000	100,000	100,000
Life-Cycle Costs	30,071	30,071	30,071	30,071	30,071
Advertising & Marketing	31,279	21,287	22,957	23,728	23,728
Administration					
Insurances	6,014	6,014	6,014	6,014	6,014
Printing, Postage and Stationery	2,706	2,706	2,706	2,706	2,706
Telephones	2,706	2,706	2,706	2,706	2,706
Other Administration	8,117	8,117	8,117	8,117	8,117
Other supplies and sundry items	19,535	25,544	27,548	28,474	28,474
Cost of Sales - Secondary Income	10,321	13,582	14,635	15,162	15,162
Other Costs					
Central Costs	32,558	42,574	45,914	47,456	47,456
Irrecoverable VAT	4,587	4,925	5,125	5,218	5,218
Contingency / Profit	32,558	42,574	45,914	47,456	47,456
Total Expenditure	754,031	773,679	785,285	790,686	790,686

NET OPERATING SURPLUS / (COST)	(102,871)	77,802	132,988	158,436	158,436
excluding life-cycle costs	(72,800)	107,873	163,059	188,507	188,507

	YEARS				
	1	2	3	4	5
USAGE					
Dry side	0	0	0	0	0
Rentals	0	0	0	0	0
Outdoor Facilities	53,063	53,063	53,063	53,063	53,063
Health and Fitness	107,475	159,725	176,225	184,475	184,475
Wet side	0	0	0	0	0
Food and Beverage	0	0	0	0	0
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Visits	160,538	212,788	229,288	237,538	237,538

NB Total visits exclude matchday usage (i.e. fan visits) and use of 5 a side centre

SENSITIVITIES & KEY PERFORMANCE INDICATORS

SENSITIVITY ANALYSIS

AMENDMENT TO BASE PLAN	VARIANCE	YEAR 1			YEAR 5		
		INCOME (£)	EXPENDITURE (£)	NET POSITION (£)	INCOME (£)	EXPENDITURE (£)	NET POSITION (£)
Base Plan		651,160	754,031	(102,871)	949,122	790,686	158,436
Increased Income (%)	10	716,276	754,031	(37,755)	1,044,034	790,686	253,348
Reduced Income (%)	10	586,044	754,031	(167,987)	854,210	790,686	63,524
Increased Dryside Income (%)	10	651,160	754,031	(102,871)	949,122	790,686	158,436
Decreased Dryside Income (%)	10	651,160	754,031	(102,871)	949,122	790,686	158,436
Increased Health and Fitness Income per Station	1,000	751,160	754,031	(2,871)	1,049,122	790,686	258,436
Reduced Health and Fitness Income per Station	1,000	551,160	754,031	(202,871)	849,122	790,686	58,436
Increased Wetside Income (%)	10	651,160	754,031	(102,871)	949,122	790,686	158,436
Decreased Wetside Income (%)	10	651,160	754,031	(102,871)	949,122	790,686	158,436
Increased Expenditure (%)	10	651,160	829,434	(178,274)	949,122	869,754	79,368
Reduced Expenditure (%)	10	651,160	678,628	(27,468)	949,122	711,617	237,505
Increased Staff Costs (%)	10	651,160	781,088	(129,928)	949,122	817,743	131,379
Reduced Staff Costs (%)	10	651,160	726,974	(75,814)	949,122	763,629	185,493
Increased Utility Costs (%)	10	651,160	762,773	(111,613)	949,122	799,428	149,694
Decreased Utility Costs (%)	10	651,160	587,130	64,030	949,122	782,738	166,384
Increased Repairs and Maintenance Costs (%)	10	651,160	758,392	(107,232)	949,122	795,047	154,074
Decreased Repairs and Maintenance Costs (%)	10	651,160	750,066	(98,906)	949,122	790,686	158,436
Increased Insurance Costs (%)	10	651,160	754,632	(103,472)	949,122	791,287	157,835
Decreased Insurance Costs (%)	10	651,160	753,484	(102,324)	949,122	790,139	158,983

SENSITIVITY ANALYSIS (excluding life-cycle costs)

AMENDMENT TO BASE PLAN	VARIANCE	YEAR 1			YEAR 5		
		INCOME (£)	EXPENDITURE (£)	NET POSITION (£)	INCOME (£)	EXPENDITURE (£)	NET POSITION (£)
Base Plan		651,160	723,959	(72,800)	949,122	760,615	188,507
Increased Income	10	716,276	723,959	(7,684)	1,044,034	760,615	283,420
Reduced Income	10	586,044	723,959	(137,916)	854,210	760,615	93,595
Increased Dryside Income (%)	10	651,160	723,959	(72,800)	949,122	760,615	188,507
Decreased Dryside Income (%)	10	651,160	723,959	(72,800)	949,122	760,615	188,507
Increased Health and Fitness Income per Station	1,000	751,160	723,959	27,200	1,049,122	760,615	288,507
Reduced Health and Fitness Income per Station	1,000	551,160	723,959	(172,800)	849,122	760,615	88,507
Increased Wetside Income (%)	10	651,160	723,959	(72,800)	949,122	760,615	188,507
Decreased Wetside Income (%)	10	651,160	723,959	(72,800)	949,122	760,615	188,507
Increased Expenditure	10	651,160	796,355	(145,196)	949,122	836,676	112,446
Reduced Expenditure	10	651,160	651,563	(404)	949,122	684,553	264,569
Increased Staff Costs	10	651,160	751,016	(99,856)	949,122	787,671	161,450
Reduced Staff Costs	10	651,160	696,903	(45,743)	949,122	733,558	215,564
Increased Utility Costs (%)	10	651,160	732,702	(81,542)	854,210	769,357	84,853
Decreased Utility Costs (%)	10	651,160	716,012	(64,852)	854,210	752,667	101,543
Increased Repairs and Maintenance Costs (%)	10	651,160	728,321	(77,161)	949,122	764,976	184,146
Decreased Repairs and Maintenance Costs (%)	10	651,160	719,994	(68,834)	949,122	756,650	192,472
Increased Insurance Costs (%)	10	651,160	724,561	(73,401)	949,122	761,216	187,906
Decreased Insurance Costs (%)	10	651,160	723,413	(72,253)	949,122	760,068	189,054

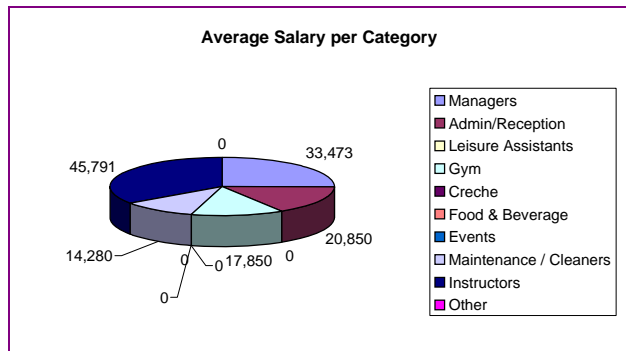
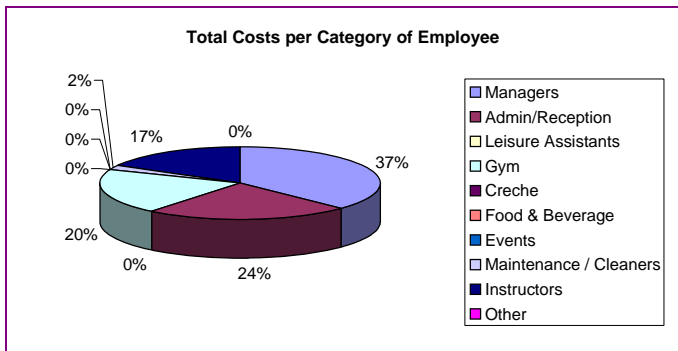
Hemel Hempstead Town Stadium

Preferred option - Phase 2
STAFFING

PERMANENT ESTABLISHMENT

Designation	Total Salary (including on-costs)	FTE	Total Costs
Contract / General Manager	52,820	1	52,820
Deputy Manager	0	0	0
Senior Managers	34,750	0	0
Duty Managers	23,800	2	47,600
Administrative Support	20,850	1	20,850
Receptionists	20,850	2	43,264
Senior Leisure Assistants	25,020	0	0
Leisure Assistants - wetside	17,850	0	0
Leisure Assistants - dryside	0	0	0
Leisure Assistants - general	0	0	0
Gym Manager	27,800	0	0
Gym Sales Staff	17,850	1	17,850
Gym Assistants	17,850	2	37,039
Creche Supervisor	0	0	0
Creche Assistants	0	0	0
Party Hosts	0	0	0
Soft Play Assistants	14,280	0	0
F&B Manager	0	0	0
F&B Assistants	0	0	0
Events - Leisure Assistants	0	0	0
Events - F&B Assistants	0	0	0
Maintenance Staff	0	0	0
Cleaners	14,280	0	5,355
Instructors - Swimming	34,343	0	0
Instructors - Aerobics	45,791	1	45,791
Instructors - Sports	27,475	0	0
Instructors - Parent and Baby	0	0	0
Instructors - Aquafit	34,343	0	0
Other 1	0	0	0
Other 2	0	0	0
Other 3	0	0	0
Other 4	0	0	0
429,953	11	270,569	

Category	Total Costs	FTE	Average Salary per Category
Managers	100,420	3.0	33,473
Admin/Reception	64,114	3.1	20,850
Leisure Assistants	0	0.0	0
Gym	54,889	3.1	17,850
Creche	0	0.0	0
Food & Beverage	0	0.0	0
Events	0	0.0	0
Maintenance / Cleaners	5,355	0.4	14,280
Instructors	45,791	1.0	45,791
Other	0	0.0	0
270,569	10.5	25,707	



SCHOOL HOLIDAYS

Receptionists	20,850	0	0
Leisure Assistants - wetside	20,850	0	0
Leisure Assistants - dryside	0	0	0
Leisure Assistants - general	0	0	0
Soft Play Assistants	0	0	0
Holiday Camp Staff	0	0	0
F&B Assistants	20,850	0	0
62,550	0	0	

OVERALL TOTAL

492,503	11	270,569
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Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

KEY PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Staff Costs as a Percentage of Income	41.6%	31.8%	29.5%	28.5%	28.5%
Income per square metre (£)	355.67	465.09	501.57	518.42	518.42
Subsidy per square metre (£)	-56.19	42.50	72.64	86.54	86.54
Income per visit (£)	4.06	4.00	4.00	4.00	4.00
Subsidy per visit (£)	-0.64	0.37	0.58	0.67	0.67
Swim Income per square metre of water (£)	0	0	0	0	0
Health and Fitness Income per station (£)	4,780	6,718	7,365	7,663	7,663
Maintenance Costs per square metre (£)	23.82	23.82	23.82	23.82	23.82
Utility Costs per square metre (£)	47.75	47.75	47.75	47.75	47.75
Marketing Costs as a Percentage of Income	5%	3%	3%	3%	3%
Percentage Cost recovery	86%	110%	117%	120%	120%
Visits per square metre of facility	88	116	125	130	130

FINANCIAL AND USAGE SUMMARY

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Projected Inflation on Income:					
Dry side		0.0%			
Rentals		0.0%			
Outdoor Facilities		0.0%			
Health and Fitness		0.0%			
Wet side		0.0%			
Secondary		0.0%			
Other Memberships		0.0%			
Miscellaneous		0.0%			
Projected Inflation on Costs:					
Staffing Costs		0.0%			
Other Costs		0.0%			
Projected Growth in Usage:					
Dry side		0.0%	0.0%	0.0%	0.0%
Rentals		0.0%	0.0%	0.0%	0.0%
Outdoor Facilities		0.0%	0.0%	0.0%	0.0%
Health and Fitness	not applicable				
Wet side		0.0%	0.0%	0.0%	0.0%
Secondary		0.0%	0.0%	0.0%	0.0%
Other Memberships		0.0%	0.0%	0.0%	0.0%
Miscellaneous		0.0%	0.0%	0.0%	0.0%
Impact on Income of management arrangements:					
Dry side		0.0%	0.0%	0.0%	0.0%
Rentals		0.0%	0.0%	0.0%	0.0%
Outdoor Facilities		0.0%	0.0%	0.0%	0.0%
Health and Fitness		0.0%	0.0%	0.0%	0.0%
Wet side		0.0%	0.0%	0.0%	0.0%
Secondary		0.0%	0.0%	0.0%	0.0%
Other Memberships		0.0%	0.0%	0.0%	0.0%
Miscellaneous		0.0%	0.0%	0.0%	0.0%
Impact on Costs of management arrangements:					
Staffing Costs		0.0%	0.0%	0.0%	0.0%
Other Costs		0.0%	0.0%	0.0%	0.0%

	YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)	YEAR 4 (£)	YEAR 5 (£)
Base Income (as per worksheets):					
Dry side	0	0	0	0	0
Rentals	39,574	39,574	39,574	39,574	39,574
Outdoor Facilities	112,903	112,903	112,903	112,903	112,903
Health and Fitness	478,040	671,840	736,525	766,321	766,321
Wet side	0	0	0	0	0
Secondary	20,643	27,164	29,271	30,324	30,324
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Income	651,160	851,482	918,273	949,122	949,122
Income uprated for Inflation:					
Dry side	0	0	0	0	0
Rentals	39,574	39,574	39,574	39,574	39,574
Outdoor Facilities	112,903	112,903	112,903	112,903	112,903
Health and Fitness	478,040	671,840	736,525	766,321	766,321
Wet side	0	0	0	0	0
Secondary	20,643	27,164	29,271	30,324	30,324
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Income	651,160	851,482	918,273	949,122	949,122
Income uprated for Growth:					
Dry side	0	0	0	0	0
Rentals	39,574	39,574	39,574	39,574	39,574
Outdoor Facilities	112,903	112,903	112,903	112,903	112,903
Health and Fitness	478,040	671,840	736,525	766,321	766,321
Wet side	0	0	0	0	0
Secondary	20,643	27,164	29,271	30,324	30,324
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Income	651,160	851,482	918,273	949,122	949,122
Income adjusted for Management Arrangements:					
Dry side	0	0	0	0	0
Rentals	39,574	39,574	39,574	39,574	39,574
Outdoor Facilities	112,903	112,903	112,903	112,903	112,903
Health and Fitness	478,040	671,840	736,525	766,321	766,321
Wet side	0	0	0	0	0
Secondary	20,643	27,164	29,271	30,324	30,324
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Income	651,160	851,482	918,273	949,122	949,122

FINANCIAL SUMMARY

	YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)	YEAR 4 (£)	YEAR 5 (£)
Income:					
Dry side	0	0	0	0	0
Rentals	39,574	39,574	39,574	39,574	39,574
Outdoor Facilities	112,903	112,903	112,903	112,903	112,903
Health and Fitness	478,040	671,840	736,525	766,321	766,321
Wet side	0	0	0	0	0
Secondary	20,643	27,164	29,271	30,324	30,324
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Income	651,160	851,482	918,273	949,122	949,122
Expenditure:					
STAFFING COSTS					
Salaries and Wages	270,569	270,569	270,569	270,569	270,569
PREMISES					
Utilities	87,424	87,424	87,424	87,424	87,424
Repairs and Maintenance	43,616	43,616	43,616	43,616	43,616
Grounds Maintenance	18,308	18,308	18,308	18,308	18,308
Cleaning	3,662	3,662	3,662	3,662	3,662
National Non-Domestic Rates	100,000	100,000	100,000	100,000	100,000
Life-Cycle Costs	30,071	30,071	30,071	30,071	30,071
Lease costs	50,000	50,000	50,000	50,000	50,000
ADVERTISING AND MARKETING	3%	31,279	21,287	22,957	23,728
ADMINISTRATION					
Insurances	6,014	6,014	6,014	6,014	6,014
Printing, Postage and Stationery	1%	2,706	2,706	2,706	2,706
Telephones	1%	2,706	2,706	2,706	2,706
Other Administration	3%	8,117	8,117	8,117	8,117
OTHER SUPPLIES AND SUNDRY ITEMS	3%	19,535	25,544	27,548	28,474
COSTS OF SALES - Secondary Income	50%	10,321	13,582	14,635	15,162
OTHER COSTS					
Central Costs	5%	32,558	42,574	45,914	47,456
Irrecoverable VAT	4,587	4,925	5,125	5,218	5,218
Contingency / Profit	5%	32,558	42,574	45,914	47,456
Total Expenditure	754,031	773,679	785,285	790,686	790,686
NET OPERATING SURPLUS / (COST)	-102,871	77,802	132,988	158,436	158,436
NET OPERATING SURPLUS / (COST) excluding life-cycle costs	-72,800	107,873	163,059	188,507	188,507

USAGE SUMMARY

Number of Visits per annum:

	YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)	YEAR 4 (£)	YEAR 5 (£)
Dry side	0	0	0	0	0
Rentals	0	0	0	0	0
Outdoor Facilities	53,063	53,063	53,063	53,063	53,063
Health and Fitness	107,475	159,725	176,225	184,475	184,475
Wet side	0	0	0	0	0
Food and Beverage	0	0	0	0	0
Other Memberships	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total Visits	160,538	212,788	229,288	237,538	237,538

Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

RENTALS INCOME

Meeting Rooms:

FACILITY	TYPE OF USE	HOURS PER WEEK	GROSS COST PER HOUR (£)	NET COST PER HOUR (£)	% USAGE LEVEL	NO. OF WEEKS PER YEAR	NET INCOME PER YEAR (£)		NO. OF USERS PER UNIT PER HOUR	NO. OF USERS PER YEAR
Goals/Powerleague capacity n/a	Community - Peak	1	30,000.00	25,531.91	100%	1	25,532		0	0
	Community - Off Peak	0	0.00	0.00	0%	0	0		0	0
	Commercial - Peak	0	0.00	0.00	0%	0	0		0	0
	Commercial - Off Peak	0	0.00	0.00	0%	0	0	sub-total 25,532	0	0
HHTFC capacity 5000	Community - Peak	1	8,250.00	7,021.28	100%	1	7,021		0	0
	Community - Off Peak	0	0.00	0.00	0%	0	0		0	0
	Commercial - Peak	0	0.00	0.00	0%	0	0		0	0
	Commercial - Off Peak	0	0.00	0.00	0%	0	0	sub-total 7,021	0	0
HSRLC capacity 5000	Community - Peak	1	8,250.00	7,021.28	100%	1	7,021		0	0
	Community - Off Peak	0	0.00	0.00	0%	0	0		0	0
	Commercial - Peak	0	0.00	0.00	0%	0	0		0	0
	Commercial - Off Peak	0	0.00	0.00	0%	0	0	sub-total 7,021	0	0
TOTAL INCOME FOR YEAR							39,574		0	0

Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

OUTDOOR INCOME

Has Formula

FACILITY	TYPE OF USE	HOURS PER WEEK	NO. OF UNITS	GROSS COST PER UNIT (£)	NET COST PER UNIT (£)	% USAGE LEVEL	NO. OF WEEKS PER YEAR	NET INCOME PER YEAR (£)	NO. OF USERS PER UNIT PER HOUR	NO. OF USERS PER YEAR
3G STP	General - Peak	38	1	65.00	55.32	75%	50	78,830	22	31,350
	General - Off Peak	37.5	1	48.75	41.49	33%	50	25,672	22	13,613
	Club Use - Peak	0	1	65.00	55.32	0%	50	0	22	0
	Club Use - Off Peak	0	1	48.75	41.49	0%	50	0	22	0
	School Use - Off Peak	7.5	1	36.56	31.12	100%	36	8,402	30	8,100
	Lessons/Coaching - Peak	0	1	0.00	0.00	0%	48	0	1	0
	Lessons/Coaching - Off Peak	0	1	0.00	0.00	0%	48	0	1	0
	Concessions - Peak	0	1	0.00	0.00	0%	50	0	22	0
	Concessions - Off-Peak	0	1	0.00	0.00	0%	50	0	22	0
								sub-total		sub-total
								112,903		
TOTAL INCOME FOR YEAR								<u>112,903</u>		<u>53,063</u>

Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

HEALTH AND FITNESS INCOME

MEMBERSHIP INCOME

	Membership	Aero	Swim	Membership Category 4
Base Joining Fee - Single (gross) (£)	30	0	0	0
Base Joining Fee - Couple (gross) (£)	30	0	0	0
Average Joining Fee Discount	0%	0%	0%	0%
Average Joining Fee - Single (gross) (£)	30	0	0	0
Average Joining Fee - Couple (gross) (£)	30	0	0	0
Average Joining Fee - Single (net) (£)	26	0	0	0
Average Joining Fee - Couple (net) (£)	26	0	0	0
Monthly Fee - Single (gross) (£)	38	0	0	0
Monthly Fee - Couple (gross) (£)	66	0	0	0
Annual Fee - Single (gross) (£)	456	0	0	0
Annual Fee - Couple (gross) (£)	792	0	0	0
Annual Fee - Single (net) (£)	388	0	0	0
Annual Fee - Couple (net) (£)	674	0	0	0
Proportion of Single Members	90%	0%	0%	0%
Proportion of Couple Members	10%	0%	0%	0%
Monthly Attrition Rate	5%	0%	0%	0%
Members per Station in Year 3	15			
Total Number of Members in Year 3	1,500			
Proportion of Memberships in each Category	100%	0%	0%	0%
Number of Memberships in each Category	1,500	0	0	0

Membership	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Existing Memberships / Pre-sales	400	1200	1350	1500	1500
New Memberships	1040	870	960	900	900
Loss of Memberships	-240	-720	-810	-900	-900
Total Membership	1200	1350	1500	1500	1500
	£	£	£	£	£
Joining Fee Income - Single	23,898	19,991	22,060	20,681	20,681
Joining Fee Income - Couple	1,328	1,111	1,226	1,149	1,149
Membership Income - Single	279,421	445,328	497,719	523,915	523,915
Membership Income - Couple	53,923	85,940	96,051	101,106	101,106
TOTAL INCOME	358,570	552,370	617,055	646,851	646,851

Aero	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Existing Memberships / Pre-sales	0	0	0	0	0
New Memberships	0	0	0	0	0
Loss of Memberships	0	0	0	0	0
Total Membership	0	0	0	0	0
	£	£	£	£	£
Joining Fee Income - Single	-	-	-	-	-
Joining Fee Income - Couple	-	-	-	-	-
Membership Income - Single	-	-	-	-	-
Membership Income - Couple	-	-	-	-	-
TOTAL INCOME	-	-	-	-	-

Swim	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Existing Memberships / Pre-sales	0	0	0	0	0
New Memberships	0	0	0	0	0
Loss of Memberships	0	0	0	0	0
Total Membership	0	0	0	0	0
	£	£	£	£	£
Joining Fee Income - Single	-	-	-	-	-
Joining Fee Income - Couple	-	-	-	-	-
Membership Income - Single	-	-	-	-	-
Membership Income - Couple	-	-	-	-	-
TOTAL INCOME	-	-	-	-	-

Membership Category 4	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Existing Memberships / Pre-sales	0	0	0	0	0
New Memberships	0	0	0	0	0
Loss of Memberships	0	0	0	0	0
Total Membership	0	0	0	0	0
	£	£	£	£	£
Joining Fee Income - Single	-	-	-	-	-
Joining Fee Income - Couple	-	-	-	-	-
Membership Income - Single	-	-	-	-	-
Membership Income - Couple	-	-	-	-	-
TOTAL INCOME	-	-	-	-	-

USAGE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Membership	88,000	140,250	156,750	165,000	165,000
Aero	-	-	-	-	-
Swim	-	-	-	-	-
Membership Category 4	-	-	-	-	-
TOTAL USAGE	88,000	140,250	156,750	165,000	165,000

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Membership	358,570	552,370	617,055	646,851	646,851
Aero	-	-	-	-	-
Swim	-	-	-	-	-
Membership Category 4	-	-	-	-	-
TOTAL INCOME	358,570	552,370	617,055	646,851	646,851

CASUAL FITNESS INCOME	Standard	Concession	Induction	User Category 4
Casual Fee - (gross) (£)	8.20	6.00	30.00	0.00
Casual Fee - (net) (£)	7.13	5.22	26.09	0.00

NUMBER OF WEEKLY USERS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Standard	150	150	150	150	150
Concession	50	50	50	50	50
Induction	15	15	15	15	15
User Category 4	0	0	0	0	0

NUMBER OF ANNUAL USERS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Standard	7500	7500	7500	7500	7500
Concession	2500	2500	2500	2500	2500
Induction	750	750	750	750	750
User Category 4	0	0	0	0	0
TOTAL	10750	10750	10750	10750	10750

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Standard	53,478	53,478	53,478	53,478	53,478
Concession	13,043	13,043	13,043	13,043	13,043
Induction	19,565	19,565	19,565	19,565	19,565
User Category 4	-	-	-	-	-
TOTAL INCOME	86,087	86,087	86,087	86,087	86,087

FITNESS CLASS INCOME

	Exercise Studio 1	Exercise Studio 2	Exercise Studio 3	Exercise Studio 4
Size (square metres)	100	100	0	0
Capacity	20	20	0	0
Number of Peak-time Classes per Week	25	15	0	0
Number of Off-peak Classes per Week	12	6	0	0
Studio Hire Fee - (gross) (£)	0	0	0	0
Studio Hire Fee - (net) (£)	0	0	0	0
Class Fee - peak-time (gross) (£)	4.40			
Casual Fee - peak-time (net) (£)	3.83			
Casual Fee - off-peak (gross) (£)	4.40			
Casual Fee - off-peak (net) (£)	3.83			

Exercise Studio 1	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Percentage attendance at each peak-time class	70%	70%	70%	70%	70%
Percentage attendance at each off-peak class	50%	50%	50%	50%	50%
Number of attendees at each peak-time class	14	14	14	14	14
Number of attendees at each off-peak class	10	10	10	10	10
Percentage of non-members at each peak-time class	25%	25%	25%	25%	25%
Percentage of non-members at each off-peak class	25%	25%	25%	25%	25%
Number of non-member attendees at each peak-time class	4	4	4	4	4
Number of non-member attendees at each off-peak class	3	3	3	3	3
Total non-member attendees at peak-time classes	4,375	4,375	4,375	4,375	4,375
Total non-member attendees at off-peak classes	1,500	1,500	1,500	1,500	1,500
Total income from peak-time classes	16,739	16,739	16,739	16,739	16,739
Total income from off-peak classes	5,739	5,739	5,739	5,739	5,739
TOTAL	22,478	22,478	22,478	22,478	22,478

Exercise Studio 2	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Percentage attendance at each peak-time class	60%	60%	60%	60%	60%
Percentage attendance at each off-peak class	40%	40%	40%	40%	40%
Number of attendees at each peak-time class	12	12	12	12	12
Number of attendees at each off-peak class	8	8	8	8	8
Percentage of non-members at each peak-time class	25%	25%	25%	25%	25%
Percentage of non-members at each off-peak class	25%	25%	25%	25%	25%
Number of non-member attendees at each peak-time class	3	3	3	3	3
Number of non-member attendees at each off-peak class	2	2	2	2	2
Total non-member attendees at peak-time classes	2,250	2,250	2,250	2,250	2,250
Total non-member attendees at off-peak classes	600	600	600	600	600
Total income from peak-time classes	8,609	8,609	8,609	8,609	8,609
Total income from off-peak classes	2,296	2,296	2,296	2,296	2,296
TOTAL	10,904	10,904	10,904	10,904	10,904

USAGE	£	£	£	£	£
Exercise Studio 1	5,875	5,875	5,875	5,875	5,875
Exercise Studio 2	2,850	2,850	2,850	2,850	2,850
Exercise Studio 3	0	0	0	0	0
Exercise Studio 4	0	0	0	0	0
TOTAL USAGE	8,725	8,725	8,725	8,725	8,725

INCOME	£	£	£	£	£
Exercise Studio 1	22,478	22,478	22,478	22,478	22,478
Exercise Studio 2	10,904	10,904	10,904	10,904	10,904
Exercise Studio 3	-	-	-	-	-
Exercise Studio 4	-	-	-	-	-
TOTAL INCOME	33,383	33,383	33,383	33,383	33,383

SUMMARY

TOTAL USAGE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Memberships	88000	140250	156750	165000	165000
Casual Users	10750	10750	10750	10750	10750
Fitness Class Users	8725	8725	8725	8725	8725
TOTAL	107475	159725	176225	184475	184475

TOTAL INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Memberships	358570	552370	617055	646851	646851
Casual Users	86087	86087	86087	86087	86087
Fitness Class Users	33383	33383	33383	33383	33383
TOTAL	478,040	671,840	736,525	766,321	766,321

SECONDARY INCOME

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Number of Visits	160,538	212,788	229,288	237,538	237,538	
Amount Spent per Visit on F&B	0.1	0.1	0.1	0.1	0.1	
Amount Spent per Visit on Retail	0.05	0.05	0.05	0.05	0.05	
Number of Events / Functions	0	0	0	0	0	
Income per Function	0	0	0	0	0	
GROSS INCOME						
General F&B	16,054	21,279	22,929	23,754	23,754	
Functions F&B	0	0	0	0	0	
General Retail	8,027	10,639	11,464	11,877	11,877	
TOTAL	24,081	31,918	34,393	35,631	35,631	
NET INCOME						
General F&B	13,663	18,110	19,514	20,216	20,216	vending only
Functions	0	0	0	0	0	
General Retail	6,980	9,055	9,757	10,108	10,108	
TOTAL	20,643	27,164	29,271	30,324	30,324	

Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

STAFFING COSTS

PERMANENT ESTABLISHMENT

DESIGNATION	BASE SALARY (£)	NATIONAL INSURANCE (£)	PENSION COSTS (£)	HOLIDAYS (£)	SICKNESS (£)	TRAINING (£)	TOTAL SALARY (£)	NUMBER OF FULL-TIME EQUIVALENTS	TOTAL COSTS (£)	ASSUMPTIONS
Contract / General Manager	38,000	3,800	7,600	1,140	1,140	1,140	52,820	1.0	52,820	
Deputy Manager	0	0	0	0	0	0	0	0.0	0	
Senior Managers	25,000	2,500	5,000	750	750	750	34,750	0.0	0	
Duty Managers	20,000	2,000	0	600	600	600	23,800	2.0	47,600	
Administrative Support	15,000	1,500	3,000	450	450	450	20,850	1.0	20,850	
Receptionists	15,000	1,500	3,000	450	450	450	20,850	2.1	43,264	1 on at all times
Senior Leisure Assistants	18,000	1,800	3,600	540	540	540	25,020	0.0	0	
Leisure Assistants - wetside	15,000	1,500	0	450	450	450	17,850	0.0	0	total hours = 95*95+68 = 258 hours- 111 = 147 hours
Leisure Assistants - dryside	0	0	0	0	0	0	0	0.0	0	
Leisure Assistants - general	0	0	0	0	0	0	0	0.0	0	
Gym Manager	20,000	2,000	4,000	600	600	600	27,800	0.0	0	3 shifts in gym
Gym Sales Staff	15,000	1,500	0	450	450	450	17,850	1.0	17,850	
Gym Assistants	15,000	1,500	0	450	450	450	17,850	2.1	37,039	1 on at all times
Creche Supervisor	0	0	0	0	0	0	0	0.0	0	
Creche Assistants	0	0	0	0	0	0	0	0.0	0	
Party Hosts	0	0	0	0	0	0	0	0.0	0	
Soft Play Assistants	12,000	1,200	0	360	360	360	14,280	0.0	0	1 on at all times
F&B Manager	0	0	0	0	0	0	0	0.0	0	Catering outsourced
F&B Assistants	0	0	0	0	0	0	0	0.0	0	Catering outsourced
Events - Leisure Assistants	0	0	0	0	0	0	0	0.0	0	
Events - F&B Assistants	0	0	0	0	0	0	0	0.0	0	
Maintenance Staff	0	0	0	0	0	0	0	0.0	0	
Cleaners	12,000	1,200	0	360	360	360	14,280	0.4	5,355	15 hours per week
Instructors - Swimming	28,860	2,886	0	866	866	866	34,343	0.0	0	
Instructors - Aerobics	38,480	3,848	0	1,154	1,154	1,154	45,791	1.0	45,791	37 classes
Instructors - Sports	23,088	2,309	0	693	693	693	27,475	0.0	0	
Instructors - Parent and Baby	0	0	0	0	0	0	0	0.0	0	
Instructors - Aquafit	28,860	2,886	0	866	866	866	34,343	0.0	0	
Other 1	0	0	0	0	0	0	0	0.0	0	
Other 2	0	0	0	0	0	0	0	0.0	0	
Other 3	0	0	0	0	0	0	0	0.0	0	
Other 4	0	0	0	0	0	0	0	0.0	0	
							TOTALS	10.5	270,569	

SCHOOL HOLIDAYS

DESIGNATION	BASE SALARY (£)	NATIONAL INSURANCE (£)	PENSION COSTS (£)	HOLIDAYS (£)	SICKNESS (£)	TRAINING (£)	TOTAL SALARY (£)	NUMBER OF FULL-TIME EQUIVALENTS	TOTAL COSTS (£)	ASSUMPTIONS
Receptionists	15,000	1,500	3,000	450	450	450	20,850	0.0	0	
Leisure Assistants - wetside	15,000	1,500	3,000	450	450	450	20,850	0.0	0	
Leisure Assistants - dryside	0	0	0	0	0	0	0	0.0	0	
Leisure Assistants - general	0	0	0	0	0	0	0	0.0	0	
Soft Play Assistants	0	0	0	0	0	0	0	0.0	0	
Holiday Camp Staff	0	0	0	0	0	0	0	0.0	0	
F&B Assistants	15,000	1,500	3,000	450	450	450	20,850	0.0	0	
							TOTALS	0.0	0	
							OVERALL	10.5	270,569	

Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

OTHER COSTS

PREMISES

COSTS	RATE PER SQUARE METRE	TOTAL COST (£)
Utilities (building)	30.00	54,924
Floodlighting bill	5.00	32,500
Repairs and Maintenance (building)	20.00	36,616
Repairs and Maintenance (3G STP)		7,000
Grounds Maintenance	10.00	18,308
Cleaning	2.00	3,662

COSTS	RELATION TO CAPITAL COST	TOTAL COST (£)
National Non-Domestic Rates	2.37%	100,000
Life-Cycle Costs	1.25%	30,071
Equipment lease costs		50,000

manual

ADVERTISING AND MARKETING

COSTS	TOTAL COST (£)
Year 1 Additional Costs	15,000

ADMINISTRATION

COSTS	RELATION TO CAPITAL COST	TOTAL COST
Insurance	0.25%	6,014

Hemel Hempstead Town Stadium Complex

HH Town Stadium - Preferred Option (Phase 2)

VAT

	YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)	YEAR 4 (£)	YEAR 5 (£)
Expenditure:					
STAFFING COSTS					
Salaries and Wages	270,569	270,569	270,569	270,569	270,569
PREMISES					
Utilities	87,424	87,424	87,424	87,424	87,424
Repairs and Maintenance	43,616	43,616	43,616	43,616	43,616
Grounds Maintenance	18,308	18,308	18,308	18,308	18,308
Cleaning	3,662	3,662	3,662	3,662	3,662
National Non-Domestic Rates	100,000	100,000	100,000	100,000	100,000
Life-Cycle Costs	30,071	30,071	30,071	30,071	30,071
ADVERTISING AND MARKETING	31,279	21,287	22,957	23,728	23,728
ADMINISTRATION					
Insurances	6,014	6,014	6,014	6,014	6,014
Printing, Postage and Stationery	2,706	2,706	2,706	2,706	2,706
Telephones	2,706	2,706	2,706	2,706	2,706
Other Administration	8,117	8,117	8,117	8,117	8,117
OTHER SUPPLIES AND SUNDRY ITEMS	19,535	25,544	27,548	28,474	28,474
COSTS OF SALES	10,321	13,582	14,635	15,162	15,162
OTHER COSTS					
Central Costs	32,558	42,574	45,914	47,456	47,456
Irrecoverable VAT					
Contingency / Profit	32,558	42,574	45,914	47,456	47,456
Total Expenditure	699,443	718,754	730,160	735,468	735,468

VAT Rates:

Utilities	5.0%
Repairs and Maintenance	17.5%
Grounds Maintenance	17.5%
Cleaning	17.5%
National Non-Domestic Rates	0.0%
Life-Cycle Costs	17.5%
Advertising and Marketing	17.5%
Insurances	5.0%
Printing, Postage and Stationery	17.5%
Telephones	17.5%
Other Administration	17.5%
Other Supplies and Sundry Items	17.5%
Costs of Sales	17.5%
Central Costs	17.5%
Contingency / Profit	17.5%

VAT Payable:

	YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)	YEAR 4 (£)	YEAR 5 (£)
STAFFING COSTS					
Salaries and Wages	0	0	0	0	0
PREMISES					
Utilities	4,371	4,371	4,371	4,371	4,371
Repairs and Maintenance	7,633	7,633	7,633	7,633	7,633
Grounds Maintenance	3,204	3,204	3,204	3,204	3,204
Cleaning	641	641	641	641	641
National Non-Domestic Rates	0	0	0	0	0
Life-Cycle Costs	5,262	5,262	5,262	5,262	5,262
ADVERTISING AND MARKETING	5,474	3,725	4,017	4,152	4,152
ADMINISTRATION					
Insurances	301	301	301	301	301
Printing, Postage and Stationery	473	473	473	473	473
Telephones	473	473	473	473	473
Other Administration	1,420	1,420	1,420	1,420	1,420
OTHER SUPPLIES AND SUNDRY ITEMS	3,419	4,470	4,821	4,983	4,983
COSTS OF SALES	1,806	2,377	2,561	2,653	2,653
OTHER COSTS					
Central Costs	5,698	7,450	8,035	8,305	8,305
Irrecoverable VAT					
Contingency / Profit	5,698	7,450	8,035	8,305	8,305
Total VAT Payable	45,873	49,253	51,249	52,178	52,178

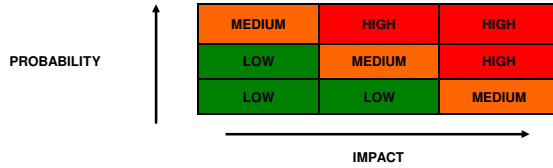
VAT Recovery:

90%

Irrecoverable VAT:

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	(£)	(£)	(£)	(£)	(£)
STAFFING COSTS					
Salaries and Wages	0	0	0	0	0
PREMISES					
Utilities	437	437	437	437	437
Repairs and Maintenance	763	763	763	763	763
Grounds Maintenance	320	320	320	320	320
Cleaning	64	64	64	64	64
National Non-Domestic Rates	0	0	0	0	0
Life-Cycle Costs	526	526	526	526	526
ADVERTISING AND MARKETING	547	373	402	415	415
ADMINISTRATION					
Insurances	30	30	30	30	30
Printing, Postage and Stationery	47	47	47	47	47
Telephones	47	47	47	47	47
Other Administration	142	142	142	142	142
OTHER SUPPLIES AND SUNDRY ITEMS	342	447	482	498	498
COSTS OF SALES	181	238	256	265	265
OTHER COSTS					
Central Costs	570	745	803	830	830
Irrecoverable VAT					
Contingency / Profit	570	745	803	830	830
Total Irrecoverable VAT	4,587	4,925	5,125	5,218	5,218

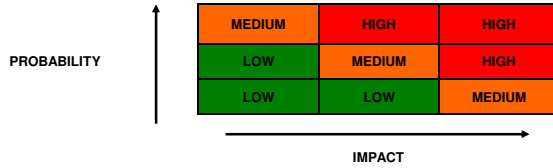
**Appendix D – Hemel Hempstead
Town Stadium risk register**



Project Name **Hemel Hempstead Town Stadium**
 Document Ref **Project Risk Plan**
 Issue Number **1**



ID	Risk Category	Probability	Impact	Risk Rating	Description of Risk	Consequence	Status	Owner	Action / Mitigation	Date to be completed by
A Tenants										
A1	Unable to secure local club tenant	MEDIUM	HIGH	HIGH	Project cannot secure a local team tenant from Dacorum as the anchor tenant for the main stadium - HHTFC, LGFC, Camelot or Stags	Professional sport will not be played in Hemel Hempstead at the Stadium at least in its early years of operation			Continue to engage closely with the prospective tenants and ensure that any concerns they have are assuaged and that they are closely involved in the development of the management and delivery model, preserving their commercial and playing requirements as best possible within the realms of the stadium project.	
A2	Inability to secure multiple tenant clubs	HIGH	LOW	MEDIUM	Stadium complex cannot secure more than one tenant club, be they both football, both rugby, or one of each	Project is not able to increase high level usage and increase rental streams for main stadium			Continue to engage closely with the prospective tenants and look to bring HHTFC and HSRFC together to establish common ground and confirm potential benefits to each club. The stadium can still work with a single tenant however, though having year-round fixtures would be a bonus.	
A3	HSRFC cannot secure Championship franchise	MEDIUM	LOW	LOW	Rugby Football League (RFL) may be unwilling to grant Championship license to franchises outside the sport's traditional north west heartlands given the struggles of Celtic Crusaders in south Wales and Harlequins in London.	HHTFC is the sole tenant club at the new stadium. Project is not able to have as high a level of usage as envisaged			Engage with HSRFC and Rugby League to ensure that all that can be done to boost the club's chances of securing a license is being done. Assist the club in communicating the benefits of the stadium and the opportunities that it will present for rugby in the region.	
B Enabling Development										
B1	Demand for enabling development (elsewhere in Borough) does not materialise	LOW	MEDIUM	LOW	Suggested that enabling development (although not necessarily on the stadium site) will fund part of the capital cost. If this cannot be delivered for the Council to channel income towards stadium project will affect funding package.	Council will need to look at alternative plans for providing capital for the project, including looked at capital reserves			Seek to engage with developers and look at prospective development sites in Dacorum that could deliver enabling gain for the project. Explore alternative funding options (capital reserves).	
C Community sport										
C1	Unable to develop significant community sport offering on site	LOW	MEDIUM	LOW	Site restricts development of wider community sports facilities or is unable to secure appropriate finance to develop facility offering	Site does not become destination venue for community sport and will affect ongoing viability of stadium operation			This appears unlikely to be an issue at the preferred site, given the masterplanning completed by Sport Concepts. If this site is not deliverable, the facility mix may have to be reviewed if moving to another (smaller) site.	
C2	Town Stadium duplicates existing community sport facility offerings	LOW	MEDIUM	LOW	Community sports facilities developed on wider site duplicate existing provision	Displacement of existing users from other local community sports facilities			Based on consultation and the FIS work, this does not appear to be the case at the preferred site. It will be important however to monitor usage patterns in seeking to complement, rather than compete with, local public sports facilities.	
C3	Unable to secure up front commitment to use of facilities by community sports clubs	LOW	LOW	LOW	Local community sports clubs do not commit to use of community sports facilities to be provided	Long term sustainability of community sports facilities will be affected			Work with local sports clubs from an early stage to 'sell' them on the opportunities that will exist for them to use facilities for training at the new site. Demand for ad hoc usage of the site is likely to be high, based on the FIS work being done by Dacorum.	
D Design & Planning										
D1	Suitable site unable to be delivered	MEDIUM	HIGH	HIGH	The preferred site cannot be secured from Crown Estates	Town stadia complex unachievable and project vision has to be reviewed/delivered at site that compromises the vision			Continue to try to engage with Crown Estates and with St. Albans to explore site purchase and delivery considerations to bring the preferred site forward.	
D2	Planning issues at preferred site cannot be surmounted	HIGH	HIGH	HIGH	St. Albans cannot be convinced that the merits of the project are sufficient to justify development on green belt land				Continue to try to engage with St. Albans to explore delivery considerations to bring the preferred site forward, working to develop the case showing the benefit that the project will bring.	
D3	Stadium complex does not meet planning requirements in its design	LOW	MEDIUM	LOW	Stadium complex design does not satisfy the planning authority and is deemed unsuitable for site location	Project occurs additional cost through having to go through additional design iterations, adding cost and delaying delivery			Engage architects at an early stage to ensure that they are fully aware of the site and planning considerations in taking the project through the RIBA design stages. Explore procurement options to ensure risk sits with the appropriate party.	
D4	Population projections originally made in RSS not realised	MEDIUM	LOW	LOW	Population of Hemel Hempstead and Dacorum does not increase as significantly as first projected, based on St. Albans challenge	Reduced demand/market for matchday tickets for tenant team(s) and reduced need for additional community sports facilities			The facility mix is considered robust even if population increases are not realised, catering for latent demand under the 'low growth' scenario. No further action required at this stage.	



Project Name **Hemel Hempstead Town Stadium**
 Document Ref **Project Risk Plan**
 Issue Number **1**



ID	Risk Category	Probability	Impact	Risk Rating	Description of Risk	Consequence	Status	Owner	Action / Mitigation	Date to be completed by
E Funding/finance										
E1	Overall funding shortfall for stadium	LOW	HIGH	MEDIUM	Private and public sector funding insufficient to cover total project cost of stadium development	Funding gap which may render scheme undeliverable unless scope can be revised or additional funding obtained			Develop business case and seek to tie in project partners at an early stage. Develop the assumed funding model and track any market changes.	
E2	Grant funding for community sports facilities not forthcoming	HIGH	LOW	MEDIUM	Grant funding towards wider community sports facilities is not achieved	Community sports offering will have to be delivered through additional Council or (more likely) private sector contributions			Engage with prospective funders to understand key drivers and ensure that, where seeking funding, the project delivers on partner objectives.	
F Partnerships										
F1	HHTFC do not prove a viable or sustainable project partner	LOW	HIGH	MEDIUM	HHTFC, as primary tenant, does not agree terms with Council and project partners to take the project forward, believing that its needs would be better met at an alternative location	Council may have to reconsider preferred management model, or investigate alternative tenant club (eg St. Albans City FC)			Engage closely with HHTFC in developing the Stadco model to ensure that their needs are met, providing them with the revenue streams they need to run a sustainable club in the long-term, not reliant on an individual benefactor and subject to boom/bust cycles.	
F2	Potential project partners are unable to work together to deliver the project	MEDIUM	HIGH	HIGH	Identified Stadco partners are unable/unwilling to agree on the composition and raise d'etre of the company that will operate the complex under the preferred model.	Council may have to reconsider preferred management model, or investigate alternative tenant club(s)			Engage closely with prospective project partners to develop the delivery mechanism and Stadco model. Seek to develop legal terms to 'lock in' partners, having worked closely with them to ensure model meets the needs of the key parties.	