

BWF Options Appraisal

Making it work

August 2025

Recap

What?

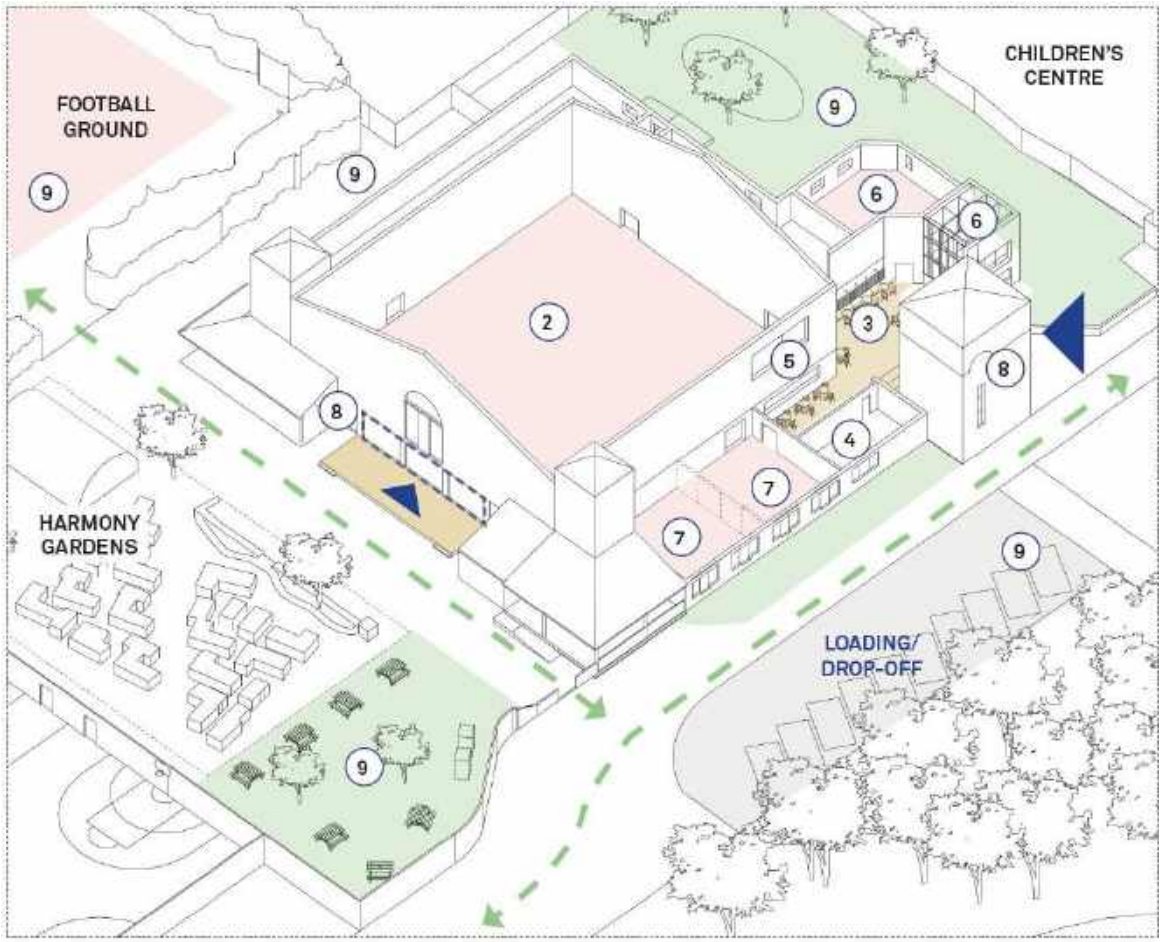
- Increase and diversify usage and generate more income

Why?

- Under-used, dead space, parts in disrepair and loses money every year
- Average 40% use; £166k revenue; £517k costs
- Is enjoyed by users



Option 1: Light Touch Refurbishment



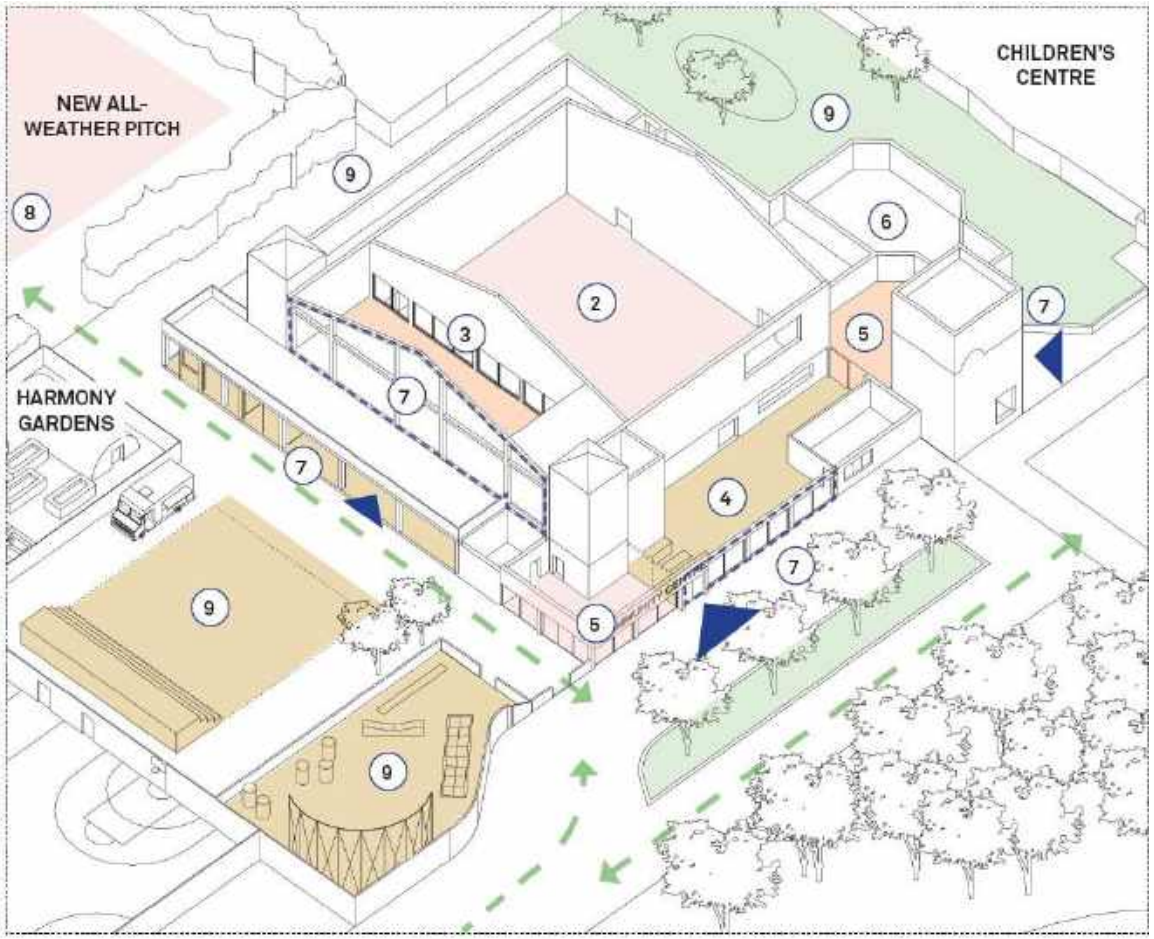
Option 1 Overview

Reconfiguring the existing building

This option retains most of the original building, and adjusts the configuration to work more effectively, with some external and façade improvements, design interventions are supported by improved operational systems, programming and marketing.

1. Retaining workspace at 1st floor.
2. Maintain full-size sports hall, re-decorate to make more attractive for large events.
3. Creating a cafe-style reception where residents can drop in for a coffee, tenants can work on laptops and parents can wait for their children.
4. Turning the kitchen entrance out into the corridor to enable independent operation for different hireable spaces.
5. Opening a spectators' gallery with windows into the sports hall.
6. Replacing double height gym with an alternative use such as soft play, with bookable rooms and/ or tenanted workspace to rear.
7. Renovating the Jazz Cafe to offer more desirable bookable community room(s).
8. Investing in façade upgrades to make the centre feel more welcoming (sports hall façade, café and entrance at a minimum).
9. Investing in external spaces and amenities.
10. Investing in programming and marketing.
11. Invest in sustainability/ efficiency measures: e.g. solar panels, water butts, LED lighting

Option 2: Retrofit, Extend+Mezzanine



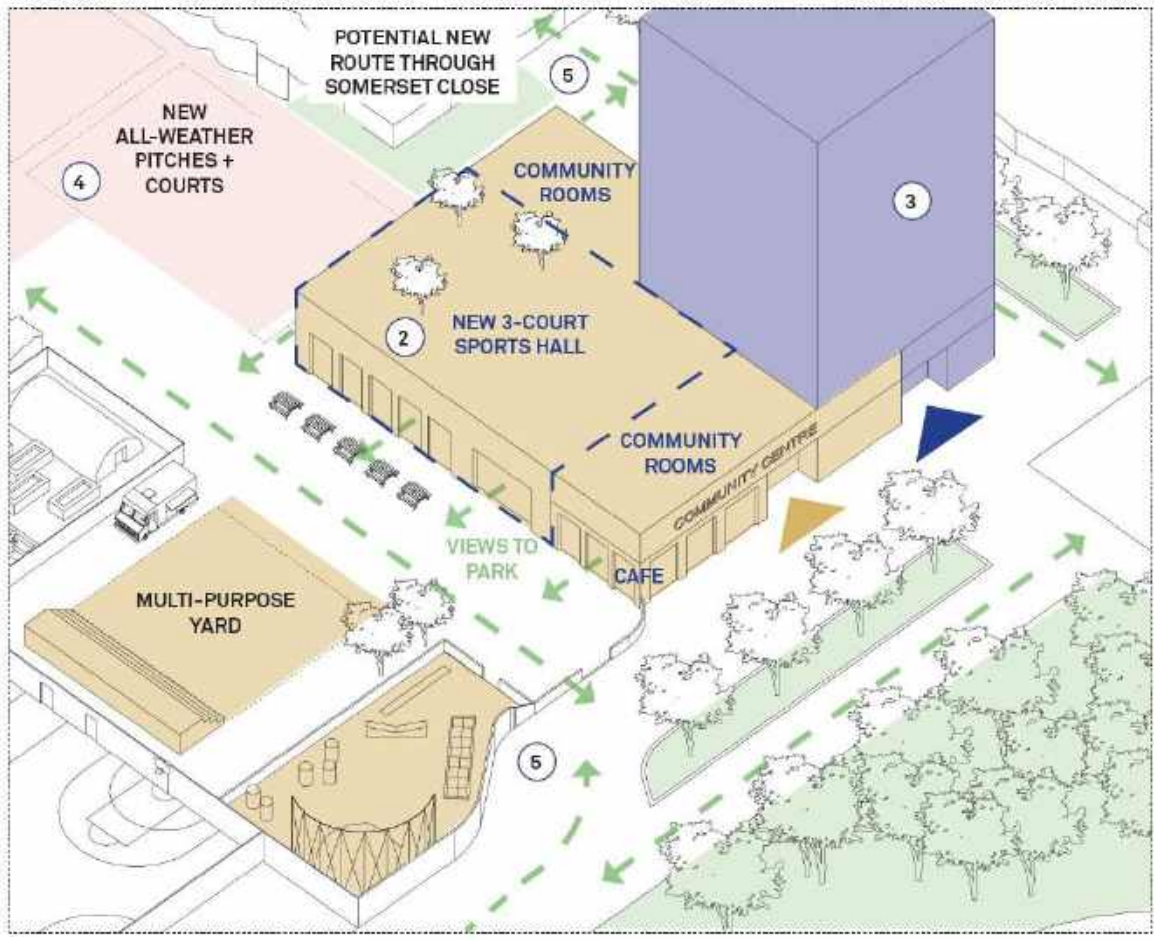
Option 2 Overview

Multi-use flexible community centre

This option invests more heavily in an extensive retrofit that makes the building work harder as a series of flexible spaces and makes Broadwater Farm Community Centre a destination.

1. Retaining workspace at 1st floor.
2. Shrinking the oversized sports hall to build in a new internal area of bookable rooms, additional WC/ changing facilities and a 1st floor “mezzanine”.
3. Extending 1st floor workspace, or building in new studios as part of the new mezzanine.
4. Renovating and extending the Jazz Café to make more attractive to an operator, with new entrance, connection to the park, and bookable community room.
5. New bookable community rooms.
6. Replace the gym with a tenanted workspace, with separate reception area.
7. Investing in façade upgrades to make the centre feel more welcoming.
8. Investing in all-weather pitches.
9. New landscaping, external lighting and outdoor play areas.
10. Investing in programming and marketing.
11. Investing in sustainability/ efficiency measures: e.g. solar panels, water butts, LED lighting.

Option 3: Rebuild



Option 3 Overview

New build community centre and housing

This option proposes demolishing the existing centre if it is not deemed fit for purpose and sustainable, and rebuilding a new community centre, using the remaining site to build housing to subsidise the development.

1. Demolition of existing building
2. Construction of an efficient new community centre including a multifunctional sports hall and bookable community rooms.
3. New homes above or adjacent to centre to support capital costs of the project.
4. Investing in all-weather pitches.
5. Improve wider access to the ground floor community uses: from the park, Broadwater Farm Estate, and Somerset Close.
6. Investing in programming.
7. This massing assumes providing a new 3 badminton court sports hall, as Sport England guidance this should be at least 27 meters long by 18 meters wide, and 7.6 meters.

Options

Light Touch Refurb	Refurb, Extend, Mezz	Rebuild
• £2-2.4m cap ex • 122% revenue increase • 0% cost increase • 25% usage increase	• £5-6m cap ex • 163% revenue increase • 0% cost increase • 25% usage increase	• £6-8m cap ex* • 0% revenue increase • Est 75% cost decrease • 0% usage increase

*assumed much of this would be paid for by new housing development on site

Recommendation

Light touch refurb

Viability for rebuild

New operational model

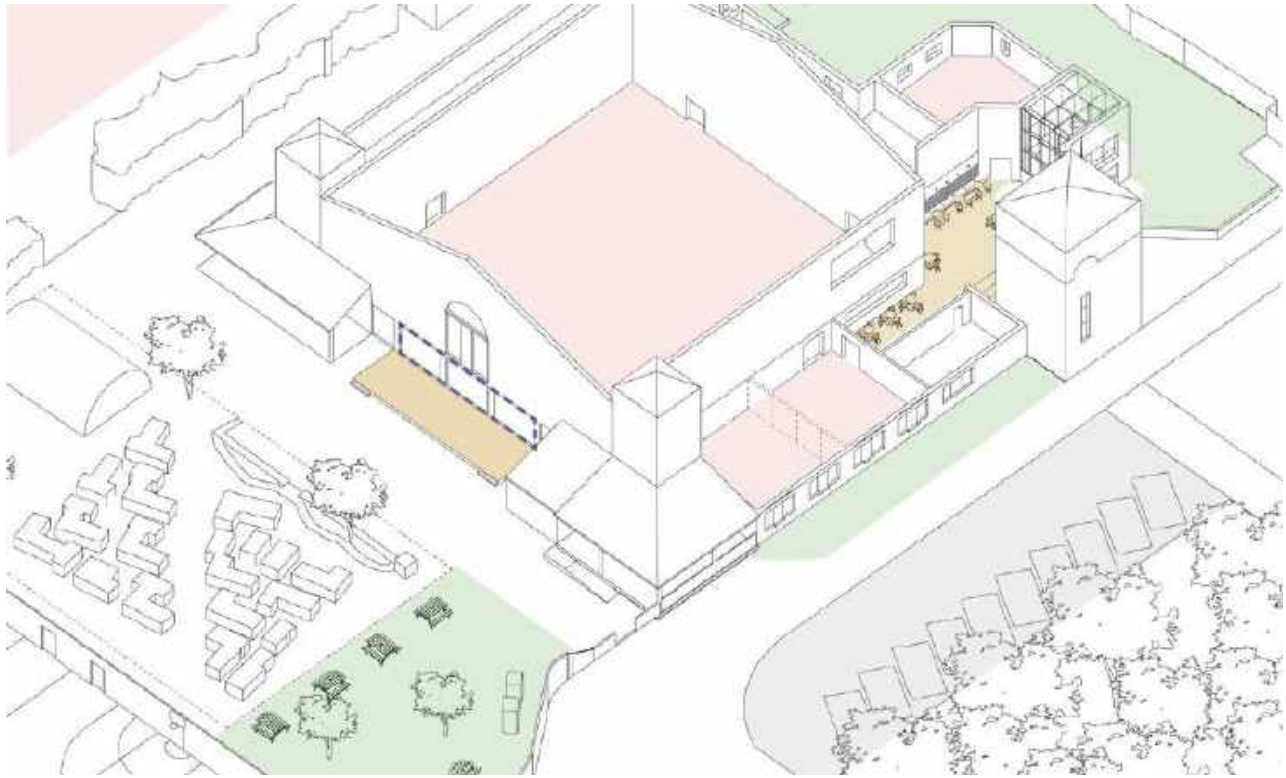
Next steps

Project sponsor
- Models
- Procurement
- Funding

UPG
- Expand
- Remit
- Public engagement

Testing
- Meanwhile
- Viability for rebuild
- Different uses

18months – 2 years



Questions