

RESTORATION
OF
BROOMFIELD HOUSE

Update on September 2001 Report

May 2003

Presented to : Keith Moss
Project Co-ordinator
London Borough of Enfield

Prepared by: Chris Brown FHCIMA
Director
Turpin Smale Foodservice Consultancy

Report Update

1. Over the past 19 months it has been found extremely difficult to reconcile the requirement for the renovated House to be self-supporting with rooms that are for community use. The small size of the rooms, requirements for public access and café circulation space have to be born in mind. Our September 2001 report on the community use option projected an annual loss in excess of £35,000 after taking the café income into account.
2. The park café will be a popular facility with its outside seating but will only yield a realistic income of £27k a year. We envisage the café requiring a dedicated, compact food preparation and servery space allowing it to cope with the peak summer weekend trade.
3. Function income is a valuable source of income for many venues and a marquee or conservatory extension were considered that would allow dinners and weddings for up to 150 persons to be accommodated.
4. The conservatory option was chosen to provide a permanent, year round, attractive, additional facility with reception area, bar, and cloakroom opening out to a terraced lawn. It will have a separate entrance from the main House but will be linked to allow the most flexible use of the space. It will also be a valuable additional community resource.
5. The conservatory was originally specified to have a 100 sq.m. integral food preparation area but this has had to be relocated elsewhere on account of space limitations and planning issues. There will be a less than ideal caterer preparation/storage area provided across the entrance road. We have contacted some of the English, Greek, Indian and Jewish caterers who service local function venues and ascertained their views on the proposed food service facilities. The lack of an on-site kitchen will mean that the service of hot meals service is restricted and the appeal of the venue will be limited, particularly during the commercially important Christmas party season.
6. The assumptions that underpin the attached three year projections are:

Main House

- 6.1. The meeting rooms will be managed by The Trust
- 6.2. The rooms are fitted to a reasonable meeting/training room standard :
 - 6.2.1. Tables and chairs
 - 6.2.2. Dimmable lighting
 - 6.2.3. Blackout/Shades on windows
 - 6.2.4. Telephone/Data point
 - 6.2.5. Forced air ventilation (but not air conditioning)
- 6.3. The realistic scenario community use hourly rates apply five days a week (including

weekends) and are based on weekday Enfield Community House, Fore Street, Edmonton charges (revised 15th April 2002) plus 20% to reflect Broomfield House's superior ambiance and fit out. We do not believe the Enfield Community House weekend rates (treble to quintuple the weekday rate plus a four hour minimum) are commercially realistic.

- 6.4. No allowance has been made for room hire discounts. The Enfield Community House allows a 25% reduction for registered charities.
- 6.5. The business use hourly rates apply two days a week (probably Tues & Wed or Wed & Thurs) and are based on double the community use rates and are in line with similar sized commercial premises. This rate would also apply, as a minimum, for other commercial hirings (such as weddings).
- 6.6. The realistic scenario 25% occupancy rate (33% on the ground floor rooms) is considered achievable in the second and subsequent years. It takes into account public holidays, the long hours of availability/opening seven days a week and the practical limitations of having different groups and meetings at the same time.
- 6.7. A pantry for tea/coffee making is provided on the first floor with a break out area, where tea and coffee can be dispensed, provided on both floors
- 6.8. Opening hours are 09.00 to 22.30 Monday to Friday, 09.00 to 23.30 Saturday and 10.00 to 22.00 Sunday. Realistic available hours have been taken as 12 per day.
- 6.9. Rates do not include equipment. It is assumed that charges for this will pay for costs involved
- 6.10. The income for the Education Area and Shop have not been ascertained at this stage
- 6.11. The Commission on Catering Supplied to Meeting Room Users from the Café has been estimated at 4% of meeting room income. This rate reflects the application of a specific meeting room catering commission rate and that 'value' prices (ie coffee at 50p per cup) apply.

Café

- 6.12. The Café will be operated on a concession basis by a third party operator who will pay a percentage of sales to The Trust
- 6.13. Inside room with 32 seats. External area with 100 seats
- 6.14. Year round exclusive use of café areas with no unreasonable restrictions
- 6.15. Sole ice cream sale and café operation rights within Broomfield Park
- 6.16. Park events and standards as at 2002 level or better
- 6.17. First refusal on supply of all catering within the House (with exception of new

Conservatory Function Room). The concession income on meeting room catering sales has been taken into the Main House Community/Business Use analysis.

- 6.18. Double entrance door at side of House
- 6.19. Reasonable signage at Park entrances and permission for A-boards
- 6.20. Kitchen equipped with cooking facility and extract ventilation
- 6.21. Served area as drawn on plan option 6 dated 25.4.02 with chill units
- 6.22. Caterer expected to provide light catering equipment and utensils only
- 6.23. Quality hardwood furniture (Kenwood specification) provided
- 6.24. Caterer sells premium priced, home made items rather than low priced bought-in products (such as confectionary)
- 6.25. Caterer would be recharged at an estimated 6% of sales for:
 - Electricity
 - Hot & Cold Water
 - Use of toilets
 - Insurance
 - Security
 - Pest Control
 - Window Cleaning
 - Rates
 - Maintenance
 - Cleaning of Common Parts
 - Waste Removal
 - Telephone

Conservatory Function Room

- 6.26. This will be managed by The Trust given its integral position within Broomfield House. A list of preferred caterers will be selected who will agree commission rates payable to The Trust.
- 6.27. The bar could be run by The Trust (as was previously done at Forty Hall) but we have assumed the liquor operation will be handled by the caterer for the purpose of this analysis.
- 6.28. Self-contained Function Suite with dedicated entrance per Option 6 Plan dated 25.4.02 and capacity to seat 150 at tables of ten with no dance floor.
- 6.29. Public entertainment, liquor and wedding licenses with access to, and use of, terraced lawn area.
- 6.30. The Functions Occupancy % is supported by the 46% occupancy achieved at Forty

Hall with over 60 weddings a year. The business is likely to comprise weddings, barmitzvahs, Christmas parties, dances, parties and business meetings.

6.31. The Room Hire Fee compares to the £636 per day achieved at Forty Hall in 1999/2000.

6.32. The food preparation area in a separate building opposite the Function Room entrance is fitted to a good commercial kitchen standard with utility connections and extract ventilation but with no equipment (outside caterers to supply). The Caterer commission will depend to some extent on the level of equipment and services permanently provided on site.

6.33. Forced air ventilation or comfort cooling is provided.

6.34. No allocation or apportionment of costs to Function Room given nature of room hire and caterer commission arrangements. The costs would include:

- Electricity
- Hot & Cold Water
- Use of toilets
- Insurance
- Security
- Pest Control
- Window Cleaning
- Rates
- Maintenance
- Cleaning
- Waste Removal
- Set up and Breakdown charges

All Areas

6.35. Opening is assumed to be mid 2005 and The Council's financial year (April to March) has been used for modelling purposes.

6.36. Year 1 discounted by 40% to reflect the lead time required for weddings and the build up of local awareness, except for the Café where full trading has been assumed from the outset.

6.37. Year 3 allows for 4% inflation.

7. Whilst every care has been taken to provide usable financial projections upon which discussions and decisions can be based, it must be pointed out that there cannot be any certainty in the accuracy of the projections. There are many variables where reasonable assumptions have been made that can be affected by a range of factors that could produce very different outcomes. These include operator efficiency/effectiveness, policy constraints, attractiveness of the finished proposition, competitive circumstances, the state of the local/national economy and consumer fashion. These factors can act in combination or cumulatively. At each stage, a test of "reasonableness" has been made,

based on the information that has been collected in this project and on wider experience of similar projects. However, no responsibility or liability can be taken for the accuracy of projections or for the actual outcome.