

Epsom Riding for the Disabled

Indoor school development project Outline Business Case (OBC)

Purpose of this document

To explore options and set out rationale for investment in indoor school development prior to planning applications

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VERSION HISTORY

Version	Date Issued	Brief Summary of Change	Owner's Name
Draft	17.05.2017	Working Draft	Gill McPherson
	25.08.2017	Updated in light of pre-application planning advice	Gill McPherson
	21/09/2017	Incorporating Ray Lee comments	Gill McPherson
	02/10/2017	Updated with preferred option from Trustee sub-committee	Gill McPherson
	01/11/2017	Added benefits estimates from Jo Lee, contracting approach from Ray Lee, and Sport England from Beryl Randall. Additional sections completed by Gill on strategic context, financial case and benefits realisation.	Gill McPherson
1.0	12/11/2017	Incorporating working group feedback and issued to Trustees for approval	Gill McPherson

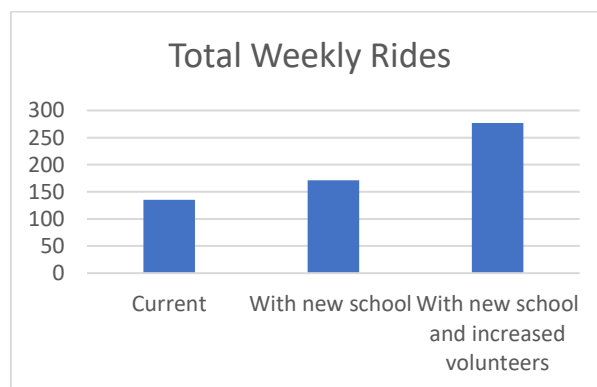
EXECUTIVE SUMMARY

Epsom Riding for Disabled exists to provide disabled people with the opportunity to ride to benefit their health and well-being, and to develop each disabled rider to ride to the level of their ability, choice and ambition.

We provide this opportunity to over 300 riders each year utilising our facilities at St Ebbas Farm, Hook Road and the dedicated support of a team of over 200 volunteers. Nevertheless, demand significantly outstrips supply – we currently have a five year waiting list of almost 200 disabled people waiting for the opportunity to ride. Our ability to increase rider numbers is limited by riding arena capacity, in particular covered space for use in poor weather and lack of suitable indoor mounting facilities.

After careful consideration of several options, this outline business case seeks approval to progress with outline design and planning application for a new 45x25m indoor school built alongside and attached to our current indoor school, and an increased footprint of our outdoor arena from 40x18m to 65x25m in its current location.

We have estimated that the provision of the proposed facilities would enable an immediate additional 36 rides to be made available per week, a 27% increase. As some sessions are fortnightly, this would mean an additional 52 riders from the waiting list offered places. With additional volunteers and the right profile of ponies this could increase to an additional 142 rides per week in future, an increase of 105% and enabling us to offer places to 190 new riders across each fortnight.



Furthermore the proposed investment of £350k in creating the facilities above would:

- Improve the quality and flexibility of the riding experience offered
- Increase safety for riders, volunteers and visitors by improving the separation and flow of vehicles, ponies and people around site;
- Improve pony welfare through better stabling facilities and wider arena for shool movements, and
- Contribute to financial sustainability of ERDA's operations through increased ride income (by approx. £26k pa.) and other income generation potential

Due to two significant recent legacies, ERDA has £100k available from reserves to support strategic investments. The additional £250k would be sought from grant funding - following approval of this outline business case a fund-raising lead will be appointed to develop a plan to secure this.

A project team/Working Group have been assembled to manage this project, and additional skills would be bought in to support effective governance and execution of the plan. The primary risks relate to:

- planning approval since St Ebbas Farm sits within greenbelt although it is a fully active riding stables requiring buildings and machinery to function, and
- availability of grant funding.

The Working Group believe that such risks are manageable and recommend that Trustees approve this Outline Business Case. Next steps would be to:

- undertake stakeholder consultation on the preferred solution;
- commission design and submit planning application; and
- develop the fund raising approach.



1. THE STRATEGIC CASE

1.0 Introduction

This business case sets out the case for change to ERDA's facilities to address significant operational constraints, improve the riding experience for our participants, and further increase the opportunities for disabled people to ride for the benefit of their health and wellbeing in light of our current five year waiting list.

This document follows best practice 5 Case Model, which comprises of the following key components:

- The **Strategic Case** section, which sets out the *Case for Change*, together with the supporting investment objectives
- The **Economic Case** section, which demonstrates that ERDA has selected the most economically advantageous offer, which best meets the existing and future needs of the Service and optimizes Value for Money (VFM).
- The **Financial Case** section, which summarises the proposed *funding arrangements and affordability*
- The **Commercial Case** section, which sets out the proposed contracting approach
- The **Management Case** section which summarises the plans for the successful delivery of the project to cost, time and quality.

1.1 The Strategic Context

ERDA was formed in 1969 on a small field in Epsom with four volunteers and a Shetland pony called "Bubbles." We moved into our current home, St Ebba's Farm, in 1978 when it was 16 acres of derelict buildings and overgrown farmland.

Over the years we have invested much labour and resource into transforming the site into the beautiful facility enjoyed today by our riders, volunteers and ponies. In 2005 we were offered the opportunity to buy the freehold of St Ebba's Farm, we took the opportunity so securing our home for the future. We continue to look at ways we can improve our facilities to benefit our riders.

We now have over 200 volunteers and a whole herd of ponies to assist our 300 plus riders. Although we have got bigger our vision remains the same; to provide disabled people with the opportunity to ride to benefit their health and well-being, and to develop each disabled rider to ride to the level of their ability, choice and ambition.

To achieve our vision we provide riding sessions seven days a week including some evening sessions. Each Session is led by their own experienced and qualified Session Leader, ably assisted by a Deputy, a Group Instructor and a team of volunteers to lead the ponies, and support and encourage our riders. Holding true to our roots all this is delivered by volunteers, keeping running costs extremely low relative to our scale of operations.

National and regional strategies

As part of its joint strategic needs assessment Surrey County Council has identified physical activity for disabled people as a priority unmet need. Demographic analysis shows that this is likely to continue e.g. Surrey has a higher prevalence of SEND¹ in its young population than nationally (3.1% in receipt of a statutory plan cf 2.8% nationally). In 2016, there were 5,750 children with a statutory plan maintained by Surrey. Surrey's analysis identifies the need for development of new support and new provision to address an increasing population and growing need, especially among children and young people with autistic spectrum disorders. ERDA services contribute directly to this objective, however, demand for our services currently outstrips supply.

Furthermore, volunteering with ERDA provides an opportunity to increase physical activity for other populations identified as priorities, notably older people and women.

Epsom RDA is part of the national network of Riding for the Disabled Associations whose vision is to enrich the lives of all disabled people through horses. The strategic outcomes for 2017-2021 are set out below. This project directly supports outcomes 1, 2, 4 and 7.

- 1. RDA will be led by the needs of all participants**
- 2. RDA will include a diverse team of volunteers and staff who have appropriate skills, knowledge and confidence to deliver an excellent service as leaders in our field**
3. RDA will develop a national training centre
- 4. Facilities across the UK will meet the demand and reflect the needs of participants**
5. RDA Groups will have sufficient good quality, fit horses which are appropriate for our participants' needs and are supported by skilled people
6. RDA's core message will be clear and consistently delivered increasing our reach and working in partnership with other organisations in our field
- 7. RDA's income will continue to grow and will be diverse and sustainable; allowing us to plan confidently for the future**

1.4 Aims of this project

A [£250k] legacy received in [2014] provides ERDA Trustees with a one off opportunity to consider how it might make a step change to enhance to its facilities and services for the future. A consultation with volunteers resulted in a number of proposals, and work was initiated by Trustees to explore feasibility and potential benefits, based on the following agreed vision and priority aims.

Vision

To improve the environment for users and helpers to allow them to train safely throughout the year, to increase the opportunities for more riders, and provide opportunities for riders to train in a competition size dressage arena.

¹ Special Educational Needs and/or Disability

Priority Aims

1. Increase riding opportunities for existing and new riders
2. Create covered mounting block / area
3. Improve viewing facilities / create viewing area
4. Improve safety for riders, visitors and helpers
5. Create storage away from the arena floor
6. Create training room

This OBC summarises the current position and proposes a capital investment project to build a new indoor school. It is based on significant programme of consultation and engagement with the volunteer base, soft market testing, and background work by Trustees and project manager, including visits to three other RDA facilities. Further engagement will follow if approved to proceed to the next stage.

1.5 Existing Arrangements

Property - St Ebbas Farm

ERDA owns the freehold to St Ebbas Farm, where the current riding facilities at ERDA comprise:

- An outdoor school approximately 20x40m with an all weather surface
- An outdoor mounting ramp
- An indoor 18x38m school
- A low level indoor wooden mounting block with step access
- Approximately 16 acres of pasture of which 1 acre is buildings and the remainder primarily for grazing, with occasional riding use

There are 10 stables and a block of 6 indoor stalls accommodating the current herd which ranges from 10-15 horses and ponies, of mixed height to accommodate a range of riders.

Additional property facilities include various storage areas, a volunteer and rider assembly room/coffee room, and toilet block.

ERDA Service Users

ERDA operates seven days per week providing 330 riders with the opportunity to ride for their health and wellbeing.

Daytime midweek sessions typically comprise groups of riders from a range Surrey schools (e.g. West Ewell infants, Wandle Valley, Linden Bridge, Dysart, Greenmead, Knollmead), the Acquired Brain Injury Unit of The Childrens Trust at Tadworth Court, and adult riders with a range of physical and learning disabilities also join these sessions. Evening and weekend riders are mixed with a huge range of adults, young people and children joining us as individuals. Sunday sessions are so popular these rotate on a fortnightly basis. We also provide a holiday riding scheme during the summer to replace the school groups which usually attend our midweek sessions. The majority of these riders are from InterAKtive, a support group for families of children with Autistic Spectrum Disorder, and Sight for Surrey for sight impaired children.

Operational constraints

ERDA is entirely volunteer run. 277 helpers attended riding sessions between 1 April 2016 and 31 March 2017. Each session requires a minimum of one RDA Group Coach, and sufficient helpers to look after the number of riders and level of ability - this varies and can require a ratio of 3:1 (ie one leader and two sidewalkers for one rider) for those with most difficulties. Some riders ride independently. If there are two fully qualified Group Coaches, it is possible to operate two lessons in parallel indoors and outdoors, however, more typically a Group Coach would be supported by Assistant and Trainee Coaches, who provide lessons under supervision.

The maximum safe lesson size in the current facilities is:

- Outdoor: 8 riders
- Indoor: 6 riders

The effective operation of the organisation is dependent on a number of cross-cutting roles/responsibilities, notably:

- Horse and pony management
- Property maintenance
- Overall administration and coordination

Two volunteer recruitment coordinators have been appointed to develop plans for sustaining and increasing volunteer numbers in parallel with investment in physical facilities.

Community engagement and fundraising

A number of fundraising events are held each year. These also serve to engage the local equine community with ERDA.

Facilities are hired by other community organisations including Epsom local dog club, Rotary, Wimbledon pony club. This generates a small income towards running costs.

Improved facilities could support additional fundraising activity and thus financial sustainability

1.6 Business Needs

Demand currently outstrips supply

ERDA has a five year waiting list for services with almost 200 disabled people waiting for the opportunity to ride. The majority of the waiting list relates to individuals requesting riding at weekends or evenings, although there is also a smaller waiting list for mid-week rides.

Demographic analysis shows that this is likely to continue e.g.:

Surrey has a higher prevalence of SEND in its young population than nationally (3.1% in receipt of a statutory plan cf 2.8% nationally). In particular, Surrey's analysis identifies the need for development of new support and new provision has been identified to address an increasing

population and growing need, especially among children and young people with autistic spectrum disorders. In 2016, there were 5,750 children with a statutory plan maintained by Surrey.

Other RDAs in South East also have long waiting lists e.g. Diamond Centre advises that it caps its waiting list at 50 potential riders at any one time.

There are also a number of challenges with current service provision and facilities.

Trustees met in February 2017 to rate the facilities required at ERDA to form an overall master plan for the site to ensure that any developments took into account, and did not conflict with, any future developments. The following priorities emerged:

- Indoor school:
 - o Limited indoor mounting facilities results in cancellation of rides during winter months in particular. This has a disproportionate impact on riders with a higher level of physical difficulties or those who require larger horses
 - o The riding surface is eleven years old, and suffers compaction. Planned maintenance needs over the next 5 years include significant investment in lighting, surface and replacement of vision panels in the roof and walls
 - o The school is 18x38m therefore, can only accommodate a ride of 6 horses or 8 small ponies safely, and places strain on larger members of herd and limits ability to have split rides for mixed abilities indoors. The most significant constraint this results in is the total number of riders we can accommodate at one time since we need the ability to move indoors if weather requires it. With increased indoor provision we could operate parallel group rides indoors and outdoors, or in outdoor school and field/sensory track with the option to move indoors if required.
- Overall flow of site with separation of ponies, cars and people
 - o Car park is located in the centre of site, with access to the indoor school through the car park. It provides direct access to the stable areas by members of the public
 - o There are no separate viewing facilities, therefore, parents and carers currently sit or stand in the main indoor arena during lessons
- Volunteer facilities in general, including training room and rider reception area
 - o ERDA is entirely volunteer-run so is dependent on the engagement and motivation of over 250 volunteers who give up their time freely to serve the community.
 - o Volunteer facilities are limited to a single assembly/coffee room which serves as meeting area, administration, training room, rider waiting area, communications, hat storage etc.....
 - o Volunteers may not have any experience with horses or working with disabilities prior to joining. A comprehensive training programme is provided for general volunteers and those working towards or holding Coach qualifications. Currently this comprises 6 days a year and is limited to times when sessions are not in operation.

Many of our younger volunteers are also progressing towards Duke of Edinburgh qualifications.

- Set up of the training can disrupt the close of preceding sessions, particularly if there are unexpected overruns.
- Riders currently assemble in the volunteer coffee room
- The current stalls area
 - Current stabling facilities are fully utilised with our herd of 16 horses and ponies. This includes a row of indoor stalls which are suitable for maximum height of 13.2hh, thus limiting flexibility on herd development.
 - The nature of stalls means that volunteers approach the ponies from behind, or make a tight turn before tying up. This can create a risk particularly for those with limited experience of working with animals.

1.7 Potential Scope

The scope of this project focusses on

1. Increasing riding opportunities for existing and new riders through investment in the physical riding arena infrastructure*
2. Improving safety for riders, visitors, helpers and horses/ponies through improvements to the physical infrastructure and flow of operations on site*
3. Creating the following new facilities: a covered mounting facility; viewing facilities / viewing area; storage away from the arena floor and a dedicated training room.

*Non-property related activities which contribute to objectives 1 and 4 above e.g. development of coaching and helper skills, health and safety awareness, policies and procedures are managed under business as usual arrangements through the training committee and health and safety officer.

Recruitment of additional volunteers to support the objectives above is being managed as a parallel project, under the governance of Trustees. Dependencies and risks are identified in the management case.

Additional property enhancements either in train or under consideration which are NOT dependent on the proposed development, include:

- Creation of a sensory track and countryside challenge course
- Starvation paddock and track systems.

1.8 Constraints

The project is subject to following constraints:

- Project management and working group capacity
- Greenbelt regulations
- Prudent use of charitable funds / charity regulations
- Maintenance of adequate reserves after investment
- Ability of ERDA to scale up to operate at larger scale
- Total site footprint of 16 acres.

1.9 Dependencies

The project is subject to following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

- Planning approval
- Availability of grant funding

2. THE ECONOMIC CASE

2.1 Introduction

This section identifies and evaluates the potential options. One of the key issues that we need to consider is how ambitious Epsom RDA wants to be and therefore what size building and facilities it wants.

Over the past eighteen months the following options have emerged:

- Option 0: Do nothing, and close project
- Option 1: Do minimum – extend existing school. Rejected by Trustees 2016
- Option 2: Build a freestanding new school 65mx25m. No other developments. Rejected by Trustees 2016
- Option 3a: Build a new 65x25m school in the current car park and attached to the current indoor school, and with additional stables alongside. Relocate car park.
- Option 3b: Build 65x25m school attached to current school plus stables at 90 degree angle to school (ie in part of shelter and arenaside fields)
- Option 4: Build a new 45x25m school attached to the current indoor school, and with additional stables alongside. Relocate car park. And extend outdoor school to minimum 60x20
- Option 5: Extend outdoor school to 65mx25m

2.2 Options Evaluation

See table overleaf

Option	Pros	Cons	Capital cost
Option 0: Do nothing	No change Affordable from reserves	Maintenance investment just for steady state, does not tackle demand or operational constraints	? £50k on surface and lighting?
Option 1: Do minimum - Extend current school	Limited change Cheapest option within existing legacy Short construction period Improves viewing facilities Reduces ride cancellations in poor weather Creates storage away from the arena floor Easier to gain planning permission	Existing school is less than 40 x 20 Existing school surface is ageing Won't improve waiting lists Marginal improvement to safety Improve safety for riders, visitors and helpers Restricted mounting block design No training room.	Not costed since Rejected 2016
Option 2: Build independent 65x25m school	Increases riding opportunities for existing riders to have more varied ride (eg more transitions) and train for competition Reduces ride cancellations in poor weather Increases maximum indoor ride number from 6 to 8, hence reducing waiting list – see below Enables high quality split ride for mixed abilities Improves viewing facilities / create viewing area Improves safety for riders, visitors and helpers Improved horse welfare working in larger space	Will require a considerable amount of grant funding More risk in terms of planning permission No training room Old school becomes obsolete or re-purposed as e.g. storage or stabling	Not costed since rejected May 2017
Option 3a: Build 65x25m school located in current car park and attached to current school plus stables and car park	As above plus: Further improvement to safety through moving car park Increase herd size 14 to 18 Old school kept free for mounting, warm up and tying up area. Could be an additional riding space for 4 riders if surface upgraded increasing total to 14. Visibility for Group Coach can supervise both areas Improves volunteer facilities Use of stalls area for training room, and possible future expansion for mechanical horse Increased attractiveness for income generation Limited impact on greenbelt since situated in old car park	Additional costs and disruption to build car park Projects into greenbelt by 25m and requires removal of some trees in shelter Significant change to visual impression of the site and its present openness Heavy plant and large vehicle access from tarmac track to the far side of the building complex to be considered	£400k

<p>Option 3b: Build 65x25m school attached to current school plus stables at 90 degree angle to school</p>	<p>As Option 3a above except: Warm up in old school, and mounting/tying up area in an adjoining section between schools. Retains tree line in shelter and openness of site in some directions</p>	<p>Reduced visibility for Group Coach compared with 3a since obstruct view into old school All new (ie 65x25m) facilities on green belt so risks rejection by planners New stable block required possibly in car park or further away from herd Safety risk if vehicles continue to share space with riders, and competitors passing through mounting area to access main arena</p>	<p>£400k</p>
<p>Option 4: Build attached 45x25m school in current car park And extend outdoor school to 60x20 (or 65x25)</p>	<p>As above except: Increases riding opportunities outdoors rather than indoors Improves both arenas - outdoor is used more frequently since preferred experience if weather permits Increases maximum indoor ride number from 6 to 11, (ie 7 in new and 4 in old) Lower cost with option to extend at later date Retains most trees in shelter field</p>	<p>New stable block would be reduced or self-standing Use current indoor school to split ride so requires upgrade of surface Competitive development limited to outdoors Less attractive for hiring out to advanced dressage riders or showjumpers Change to visual impression of the site and its present openness (but not as significant as 3a) Heavy plant and large vehicle access from tarmac track to the far side of the building complex to be considered</p>	<p>£350k</p>
<p>Option 5: Extend outdoor school to 65x25m with no indoor school development</p>	<p>Tackle waiting list through larger/split rides Cheaper per sq metre than indoor facilities</p>	<p>Demand predominantly weekend and evening – limited scope for late evening operations to tackle waiting list Cancellations due to poor weather Less attractive for hiring out Doesn't address indoor mounting requirement</p>	<p>Rejected May 2017 as an individual option, but added to option 4 above</p>

2.3 Pre-application planning advice

See separate pre-application design brief and drawings for Option 3a.

The following concerns were raised by the council:

- Scale of the proposed car parking facilities
- Projection beyond current car park into green belt land (ie shelter field)

It was therefore agreed that shortlisted options required more detailed evaluation prior to proceeding.

2.4 Shortlisted Options Evaluation

A sub-group of Trustees met to review Options 3a, 3b and 4 above. Option 4 was selected as the preferred option for the following reasons:

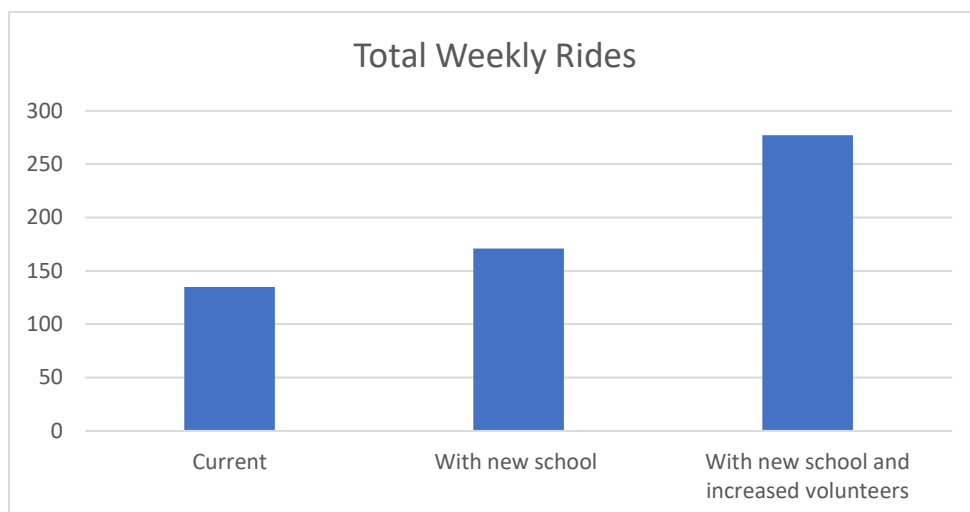
- Overall value for money, since outdoor space is less costly than indoor space and provided that weather is suitable, is used in preference to indoor facilities to provide riders with an outdoor experience.
- Delivery of the desired objectives, to improve quality and flexibility of rides, safety of riders, volunteers and ponies
- Lower planning risk, since green belt impact is minimised
- Extension to 65m could be considered at a later point if additional indoor space was desired and funds available.

2.5 Benefits of the preferred solution

Our current average number of rides per week is 135, spread across 12 sessions. The profile of riders across the sessions varies and some riders require more support from volunteers than others. For example, an independent rider may only need assistance with mounting from one volunteer, whereas a severely disabled rider may need one volunteer to lead their horse and two to sidewalk. Taking into account these variables, we have analysed the resources available on each session including volunteers, coaches and horses to estimate the number of additional rides that could be provided with a larger indoor school, able to accommodate up to 12 ponies either in one large ride or 2 to 3 smaller ones. The raw data can be seen in Appendix C.

We have estimated that the provision of the proposed larger riding space would enable an immediate additional 36 rides to be made available per week, a 27% increase. As some sessions are fortnightly, this would mean an additional 52 riders from the waiting list riders offered places. With additional volunteer resources and the right profile of ponies we estimate that this could increase to an additional 142 rides per week in future, an increase of 105% and enabling us to offer places to 190 new riders across each fortnight.

This therefore provides us with a significant opportunity to address unmet demand.



In addition, 23.5% of our rides are currently operating at over the ideal capacity of the current school facilities (6 horses per ride), particularly during bad weather when the outdoor school cannot be used, leading to over-crowding and making it difficult for riders to achieve their full potential. The additional space would allow for smaller group teaching and enable coaches to group riders according to their needs, enabling all our riders to make progress and achieve their individual goals.

Some of our riders aim to compete either within RDA at local, regional and national competitions or in open events, competing against able bodied riders. The provision of a full competition sized arena would enable us to fully prepare these riders for competition. It would also enable higher quality split rides in the outdoor arena, benefiting riders of all abilities and providing more flexibility for trainee coach supervision.

Most of our horses' working time is spent in the riding schools. Working on a small circle for long periods of time puts increased strain on their muscles and joints, particularly when carrying unbalanced riders. A larger riding area would help to protect the health of our ponies and reduce time when they are off work through lameness.

In addition to the waiting list, we have had enquiries from schools wishing to bring groups of riders for sessions. Currently we have no capacity to take any new school groups but with the increased size school we would be able to accommodate them by running more than one ride at a time.

In order to expand our reach even further, we would like to offer carriage driving in future to enable riders who are too disabled to sit on a horse, the chance to participate in an equine discipline. Our current riding arena is too small for this to take place but the proposed new facilities would make this possible. We already have horses within our herd that are capable of working in this way. We are also considering RDA showjumping for more our capable riders. Again our current facilities are too small, but the proposed extension to the outdoor school would make this possible.

Additional benefits not relating to the quality or quantity of riding that can come from the proposed scheme include creation of improved stabling to replace the stalls, freeing up space for a dedicated training room, and creation of a rider reception area to provide a better environment for them and keep the coffee room clear of visitors. Relocation of the car park has significant benefit in terms of safety and flow of operations on the site.

3 FINANCIAL CASE

This section summarises of Financial Appraisal. It is at a high level for outline business case purposes. Further detail will be developed if this business case is approved and proceeding to detailed design.

3.1 Costs

Total one-off cost [£350k], broken down² as follows:

- | | |
|---|----------|
| • Groundworks | £70,000 |
| • Cost of steel frame barn and cladding | £100,000 |
| • Internal kick boards and surface | £50,000 |
| • Walkways and viewing area | £50,000 |
| • Lighting and Electrics | £30,000 |
| • Contingencies and fees | £50,000 |

Marginal increases to annual running costs have yet to be quantified.

3.2 Cashable benefits

There are significant cashable benefits:

- increase in ride money (since increased number of riders). Estimated at £6,750 pa (ie 27% of £25k) increasing to £26,250 (105% of £25k) with additional resources
- increased rental income from partner organisations – to be quantified
- increased income from events – to be quantified. Initial enquiries estimate potential from a full 60x20 outdoor arena is up to £20k per event.

3.3 Affordability and funding

Approximately [£100k] is available from reserves, and the remainder [250k] will be sought from grants. Examples so far include Sport England.

Sport England has a deadline of 6th Nov 2017 for the tackling inactivity and economic disadvantage strand - this has grants of up to £150K. The Community Asset fund is similar and has an open timeline, but is more for mixed services. Strategic Facilities appears to be the most suitable Sport England strand, but that is through a local authority gatekeeper and organisations have to be asked to apply. A positive relationship with Epsom Council is therefore essential, and we need to have detailed planning permission in place. The prospectus also highlights that priority is given to those who engage with Sport England at an early stage.

Priority will be given to developing the fund raising approach, including engagement with key funding stakeholders, as soon as a preferred solution is agreed by Trustees.

² Pro rated from original 65x25m school proposal only

4 MANAGEMENT AND COMMERCIAL CASE

4.1 Project Management Arrangements

A Project board has been established comprising:

- Ray Lee – Project Director. In particular, providing expertise in sports and leisure facilities, strategic planning, programme and project direction/management and local authority planning.
- Gordon Thompson – Trustee/Project Sponsor as ERDA Property Lead. Accountancy and property management expertise
- Gill McPherson – Trustee. Equestrian knowledge combined with operational, commercial and project management skills.
- Stella Milne – Chair of Trustees. Equestrian knowledge and local authority social care expertise.
- Jo Lee – Trustee. Equestrian knowledge (including previous ERDA horse and pony manager expertise), education and business management skills.

Further areas to consider are as follows:

- fundraising – Beryl Randall and Yvonne Clift have agreed to participate, subject to Trustee agreement. They would work closely with Elaine Briggs, as trustee oversight of fundraising.
- project accounting - tbc
- legal – firms such as BWB could be engaged on a commercial basis for review of contract subject to Trustee agreement

4.2 Commercial Case/Proposed Contracting Arrangements

Prior to committing any funds to the project investigation was carried out into best contracting route which would minimise the costs and the risk to the RDA. In order to do this, similar projects were visited at two sites namely Arrow in Dartford and Diamond at Carshalton. Both organisations strongly recommended the employment of a turnkey contractor to provide a design and build service. Turnkey means having one lead contractor from initiation to completion. The benefits of this approach are that RDA work with the same team throughout the project, any disagreements between professionals i.e. architect and builder are resolved by the contractor, RDA save considerable time and expense tendering for the various elements. The down side is that it can be more expensive. However, in this case the benefits significantly outweigh the disadvantages.

Following recommendations from both RDA organisations, three experienced equestrian construction companies were asked to provide estimates on the design and planning aspects of the Indoor School project. This was followed up by a telephone call to ensure they were clear on what we were trying to achieve and the various constraints of our scheme.

The contract can be broken down into two specific parts:

Design and Planning

This element includes the architectural design and all elements required to obtain a planning application. This element of the contract is paid for on a time spent basis to allow RDA to restrict

costs should it decide to abandon the contract at any time or if planning permission cannot be obtained. It is estimated that this element of the contract will cost up to £18,000. However, the costs will increase if RDA seeks to explore various options or regularly changes the design.

Detailed design and construction

This stage starts at the point when planning permission has been obtained. It is estimated at this stage that the costs will be £332,000. However, the price can and should be fixed at this stage. This means that the risk is reduced, and the emphasis will be on the lead contractor to deliver to this price. It does mean that the scheme design will have to be locked down should not be varied or altered.

In addition to these costs it is recommended that the RDA employ a clerk of works to oversee the contractor during constructing stage and especially at completion sign off. Costs for this element are being established.

There are a number of additional potential benefits that can come from the proposed scheme including:

- Creation of a training room
- Creation of a rider reception area and to provide a better environment for them and keep the coffee room clear of visitors.
- Relocation of muck heap

These additional enhancements will be commissioned as separate projects from ERDA's panel of local building contractors subject to Trustees agreement to design and costs.

4.3 Benefits realization

Non-financial benefits

Engagement with session leaders has led to a plan for increasing rider numbers within existing resources as set out in section 3. An operational plan will be developed through the session leaders in parallel with construction.

Volunteer recruitment is well underway to ensure that we can support an increased rider base.

Increased safety will be realised immediately completing construction. Signage will be revised to encourage appropriate flow, and a new health and safety risk assessment will be completed by the health and safety officer.

The Training committee have a well established training programme for volunteers and coaches. Dedicated sessions will be introduced to ensure that coaches share learning on how to make the most of the increased flexibility afforded by new facilities. This may include an application to national to become a showjumping group – initial contact is positive.

Financial benefits

The associated increase in ride income will be realised through the process above. Separate enabling work on financial systems will support realisation of this benefit.

The trustees and fundraising team will develop an income generation and events management plan to increase income from venue hire to include:

- Review of fees for occasional venue hire
- Review of charges to existing long term partners such as Dog Club and Wimbledon Pony Club
- Introduction of a limited number of additional Horse Shows for the local equestrian community
- Exploration of and engagement with other suitable local clubs and associations who may wish to hire the new training room or indoor facilities e.g. other RDAs are known to engage with football and archery clubs in winter months
- Further investments in improving training facilities such a mechanical horse which could be hired for private teaching as well as RDA use

4.4 Risk Management

The main business and service risks associated with the scope for this project are shown below, together with their countermeasures.

Main Risk	Countermeasures
Funds invested in developing plans and project not approved by planning authorities	Early engagement with planning Selection of location to minimise impact Justification of unmet need [Engage other parts of Council – e.g. sport – and Councillors]
Lack of stakeholder support	Communications plan
ERDA unable to manage project of this scale	External expertise provided by Ray Lee Establish appropriate governance Consider funding project manager at each stage
Unable to close funding gap	Early engagement Sport England Fundraising expertise into working group
Overall site design not practical e.g. fire access etc	Master plan development Selection of reputable supplier following soft market testing Pre-application advice
Development - Supplier doesn't deliver	Project management and governance

Main Risk	Countermeasures
<ul style="list-style-type: none"> - specification - cost overrun - timescale overrun 	
Implementation risks <ul style="list-style-type: none"> - disruption to services - cost overrun - timescale overrun 	<ul style="list-style-type: none"> - schedule during school holidays - fixed price contract
Operational risks <ul style="list-style-type: none"> - lack of additional volunteers - lack of suitable herd members - events interfere with ERDA operations 	<ul style="list-style-type: none"> - develop operational ramp up plan as part of project prior to build contract award

Appendix A – Trustee assessment of facilities February 2017

Requirement – Riding Facilities	Current rating (RAG)	Issues & possible improvements
Indoor school – mounting area	R	Needed
Indoor school – viewing area	R	Needed – impacts on riding area and safety
Indoor school – surface	A	Would benefit from new
Indoor school – size	A	Benefit to rides to have larger
Outdoor school – mounting area	A	
Outdoor school – viewing area	G	Separation of ponies and people
Outdoor school – surface	G	
Outdoor school – size	G	If indoor school is bigger
All weather activity track	A	
Dressage markers	A	Improved siting. Also means of marking accurately in field – tape available from Elaine.
Games equipment	G	
Countryside challenge equipment	A	Needs permanent site
Showjumps	G	
Games storage	A	Needs to be near where used
Showjumps and events storage	G	
Mechanical horse	G	Nice to have!

Requirement – Horse and Pony welfare	Current rating (RAG)	Issues & possible improvements
Stabling or stalls for minimum [16] ERDA horses/ponies	A/G	Stalls replacement/conversion Potential to utilise field shelters - £3.5k available to purchase another
Grazing for ERDA ponies	G	For our type of horses
Starvation paddock/track	A	Combine with endurance track. Important for good doers/thrifty gene to avoid obese ponies. Drainage changes in planning
Field shelters	G	Reserved funding available
Hay/haylage feeding facilities	A/G	More mechanical facilities to move around required to save volunteers, and reduce wastage
Grass livery facilities (optional)	G	Note: Optional provided not to detriment of ERDA
Feed room	G	Convert/expand if necessary
Hay & haylage storage	G	
Bedding storage	G	Volunteers put too much in??
Muck heap – size, access and safety	A	Pollution control etc to be considered
Secure tack room	A	Security needs to be look at as part of reconfiguration of buildings

Requirement – Rider & Volunteer facilities	Current rating (RAG)	Issues & possible improvements
Toilets	A	Increased number of people!
Coffee room	A	
Training room	R	Training facilities not fit for purpose
Hat and equipment store	A	
Reception	A	
Car parking	A	Marked bays
Tractor parking	G	
Signage and communications boards	A	Content to be improved as well as positioning
Technology – wifi etc	G	
Workshop	G	
Social area	A	
Viewing area	R	Not adequate at present. Weather proof

APPENDIX B MAIN OUTCOMES AND BENEFITS

This section describes the main outcomes and benefits associated with the implementation of the potential scope. By investment objectives these are as follows:

Investment Objectives	Main Benefits by Stakeholder Group
<p>Investment Objective 1</p> <p>Increase riding opportunities for existing and new riders</p>	<p><u>Service Users - Existing</u></p> <ul style="list-style-type: none"> - Increased development potential through training in full size arena - Improved quality and flexibility of indoor lessons for all standards <p><u>Service Users - New</u></p> <ul style="list-style-type: none"> - Access to opportunity to ride to improve health and wellbeing. <p><u>ERDA administration</u></p> <ul style="list-style-type: none"> - Increase herd size 14- 18 through new stabling - Increased flexibility to run parallel lessons since can host 2 rides indoors - Reduced wastage in managing waiting list - Increased volunteer satisfaction through new riders
<p>Investment Objective 2</p> <p>Create covered mounting block / area</p>	<p><u>Service Users</u></p> <ul style="list-style-type: none"> - Reduced cancellations or restricted sessions <p><u>ERDA administration</u></p> <ul style="list-style-type: none"> - Increased volunteer satisfaction
<p>Investment Objective 3</p> <p>Improve viewing facilities / create viewing area</p>	<p><u>Service Users</u></p> <ul style="list-style-type: none"> - Reduced cancellations <p><u>Families, Carers and other Visitors</u></p> <ul style="list-style-type: none"> - Increased engagement <p><u>ERDA administration</u></p> <ul style="list-style-type: none"> - Improved fundraising potential
<p>Investment Objective 4</p> <p>Improve safety for riders, visitors and helpers</p>	<p><u>Riders</u></p> <ul style="list-style-type: none"> - No vehicle access to riding areas - Dedicated reception area separate from stabling - Equipment stored away from arena floor <p><u>Visitors</u></p>

Investment Objectives	Main Benefits by Stakeholder Group
	<ul style="list-style-type: none"> - Dedicated reception area separate from stabling - Physical barrier from riding area when watching <p><u>Helpers</u></p> <ul style="list-style-type: none"> - As above plus - Wider indoor school reduces risk of being squashed - Stabling instead of stalls means happy ponies and avoiding bums
<p>Investment Objective 5 Create storage away from the arena floor</p>	<p><u>As above, plus</u></p> <ul style="list-style-type: none"> - More/different equipment can be used for indoor lessons
<p>Investment Objective 6 Create training room</p>	<p><u>Volunteers</u></p> <ul style="list-style-type: none"> - Increased satisfaction and effectiveness <p><u>ERDA administration</u></p> <ul style="list-style-type: none"> - Volunteer retention and effectiveness - Flexibility of scheduling training - Fundraising potential

The main dis-benefits are as follows:

- Increased running costs, yet to be quantified
- Burden on the current ERDA team to manage project
- Temporary disruption to services during build
- Additional management and helper requirements to operate at a larger scale

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Appendix - Current Session Data and Potential Growth

For the purposes of the figures below the capacity of the schools has been capped at 12 as sessions need to be viable in wet weather.

Table 1: Current Session and Volunteer Data

Session	Number of rides	Usual no of ride volunteers (including coaches and log book holders)	Number of group coaches	Number of log book holders
Monday morning	2	15	2	1
Monday evening	3	13	1	2
Tuesday morning	3	17	3	0
Wednesday morning	2	9	1	1
Wednesday afternoon	1	14	1	2
Wednesday evening	1	10	3	0
Thursday morning	3	14	1	2
Friday morning	3	13	2	2
Saturday morning 1 (fortnightly)	3	15	3	1
Saturday morning 2 (fortnightly)	3	14	2	1
Saturday afternoon 1 (fortnightly)	2	10	3	0
Saturday afternoon 1 (fortnightly)	2	10	3	0
Sunday 1 (fortnightly)	3	10	4	1
Sunday 2 (fortnightly)	3	10	2	1

Table 2: Potential Session Growth

Session	Rides	Per Session			Per Week (Fortnightly Session nos divided by 2 to give weekly average)		
		Current no of riders	Rides that could be provided immediately with current horse and volunteer resources and proposed new school.	Rides that could be provided with current horses, an increase in volunteers and proposed new school.	Current no of riders	Rides that could be provided immediately with current horse and volunteer resources and proposed new school.	Rides that could be provided with current horses, an increase in volunteers and proposed new school.
Monday morning	1	6	6	10	6	6	10
	2	8	10	12	8	10	12
Monday evening	1	1	5	12	1	5	12
	2	4	7	12	4	7	12
Tuesday morning	3	3	7	12	3	7	12
	1	8	8	12	8	8	12
Wednesday morning	2	8	8	12	8	8	12
	3	8	10	12	8	10	12
Wednesday afternoon	1	7	7	12	7	7	12
	2	5	5	12	5	5	12
Wednesday evening	1	4	5	12	4	5	12
Thursday morning	1	5	6	12	5	6	12
	2	7	7	7	7	7	7
	3	7	7	7	7	7	7
Friday morning	1	6	6	10	6	6	10
	2	3	3	7	3	3	7
	3	4	4	8	4	4	8
Saturday morning 1 (fortnightly)	1	5	6	12	2.5	3	6
	2	4	6	12	2	3	6
	3	4	6	12	2	3	6
Saturday morning 2 (fortnightly)	1	4	6	12	2	3	6
	2	4	6	10	2	3	5
	3	5	6	12	2.5	3	6
Saturday afternoon 1 (fortnightly)	1	5	12	12	2.5	6	6
	2	2	6	12	1	3	6
Saturday afternoon 1 (fortnightly)	1	5	6	12	2.5	3	6
	2	6	10	12	3	5	6
Sunday 1 (fortnightly)	1	5	5	8	2.5	2.5	4
	2	4	6	10	2	3	5
	3	4	6	8	2	3	4
Sunday 2 (fortnightly)	1	4	5	8	2	2.5	4
	2	7	7	8	3.5	3.5	4
	3	4	5	8	2	2.5	4
Total Weekly Rides		171	223	361	135	171	277
Total Additional Weekly Rides			52	190	-	36	142