

APPENDIX B**THE NURSERY END****CONTENTS:**

- 1. The Nursery End**
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- 2. Rejected Development Options**

Summary:

Considered as a whole, the Nursery End is the largest and most varied space for potential development at Lord's. The Nursery Ground enables M.C.C. to provide cricket facilities which have long given the Club an advantage over other venues, both in the provision of vital practice areas away from the Main Ground, and of a ground large enough to host meaningful cricket for teams that would otherwise not have the opportunity to play at Lord's.

The stands, hospitality space, catering concessions and Cricket Academy make it an important part of the Ground commercially, and it is also crucial for match day operations because of the location of the Broadcast Compound and staff facilities.

Any development of the Nursery End would have to take into account all of the above, as well as the location of Lord's within, and its positive contribution to, the St. John's Wood Conservation Area. An increasing priority is being given to mitigating the risks posed by new and changing threats to security.

1. THE NURSERY END**Current Configuration:**

The Nursery End accounts for just over 40% of the total area of Lord's and has a wide variety of uses. In its current guise, it includes:

- The Compton and Edrich stands, providing 8,250 seats for the general public – Members are also sometimes seated in those stands when there is no space at the Pavilion End;
- The J.P. Morgan Media Centre, refurbished in 2016 and 2017, which can host 144 journalists, 30 photographers, and broadcasters;
- The Nursery Ground, measuring 9,220sqm. It is used for women's, club, school, corporate and Cross Arrows cricket, and hosts community events. It also provides 42 nets and a general training area for international,

county and M.C.C. Young Cricketers, and it is also one of the privileges of M.C.C. membership to be able to use the nets during the season. In 2016, the Nursery Ground hosted 33 days of cricket;

- The M.C.C. Cricket Academy, with eight lanes, a gym, an analysis suite, and a cricket shop;
- The Nursery Pavilion, which is a temporary structure that can host 850-900 people at hospitality events for cricket;
- The Lord's Shop;
- The Food Village;
- The Broadcast Compound for televised matches, located in the corner of Wellington Road and St. John's Wood Road;

- Offices for M.C.C. staff (in the Clock Tower) and ECB staff (between the Shop and Cricket Academy);
- M.C.C. staff accommodation – for members of the Groundstaff and Estates Department;
- Storage, offices and workspace for the Groundstaff and Estates Department;
- Entrance and turnstiles at the North Gate and East Gate;
- Various services e.g. WCs, waste handling, electrical plant; and,
- Car Parking (North Car Park and the Food Village area).

Considerations for Future Use of the Nursery End:

i) Cricket Facilities:

Any new Nursery Ground should be of at least the same size as the current one. This is in order for M.C.C. to be able to provide a ground of a sufficient size to enable the Club to continue hosting the kind of cricket that is currently played there, such as women's, youth and Cross Arrows cricket.

M.C.C. is also required by ICC and ECB to provide outdoor and indoor nets for professional teams' practice. The Nursery Ground currently has 42 nets – a number that has been determined over the years as optimal for the amount of cricket played at Lord's. M.C.C. hosted 60 days of cricket on the Main Ground in 2016 – a ratio of 0.7 nets per day of cricket. By comparison, Surrey hosted 69 days of cricket in 2016 using 45 nets at the Kia Oval – a ratio of 0.65 nets per day. The Nursery Ground allows M.C.C. to provide a sufficient number of high-quality surfaces without recourse to netting on the Main Ground.

Indoors, the current eight-lane Cricket Academy runs at over 90% capacity in peak hours (weekday evenings and weekend days) and hosts a variety of coaching courses and tournaments. Fewer lanes would severely affect the Academy's profitability, which currently turns over just over £1m p/a.

Aside from cricket, the Nursery Ground is also used as a picnic area for spectators, so that they may enjoy their food

in a similar way to Members in the Coronation Garden. It also hosts sponsors' activation and the large TV screen during major match days. These areas will need to be replicated in any new configuration.

The Nursery Ground also provides an area for crowd overspill if the North Gate or Food Village become particularly congested, and can also provide a large, secure space in the event of an emergency evacuation – something the Metropolitan Police have highlighted as a major advantage compared to having to evacuate to outside the Ground.

ii) Spectator and Visitor Facilities

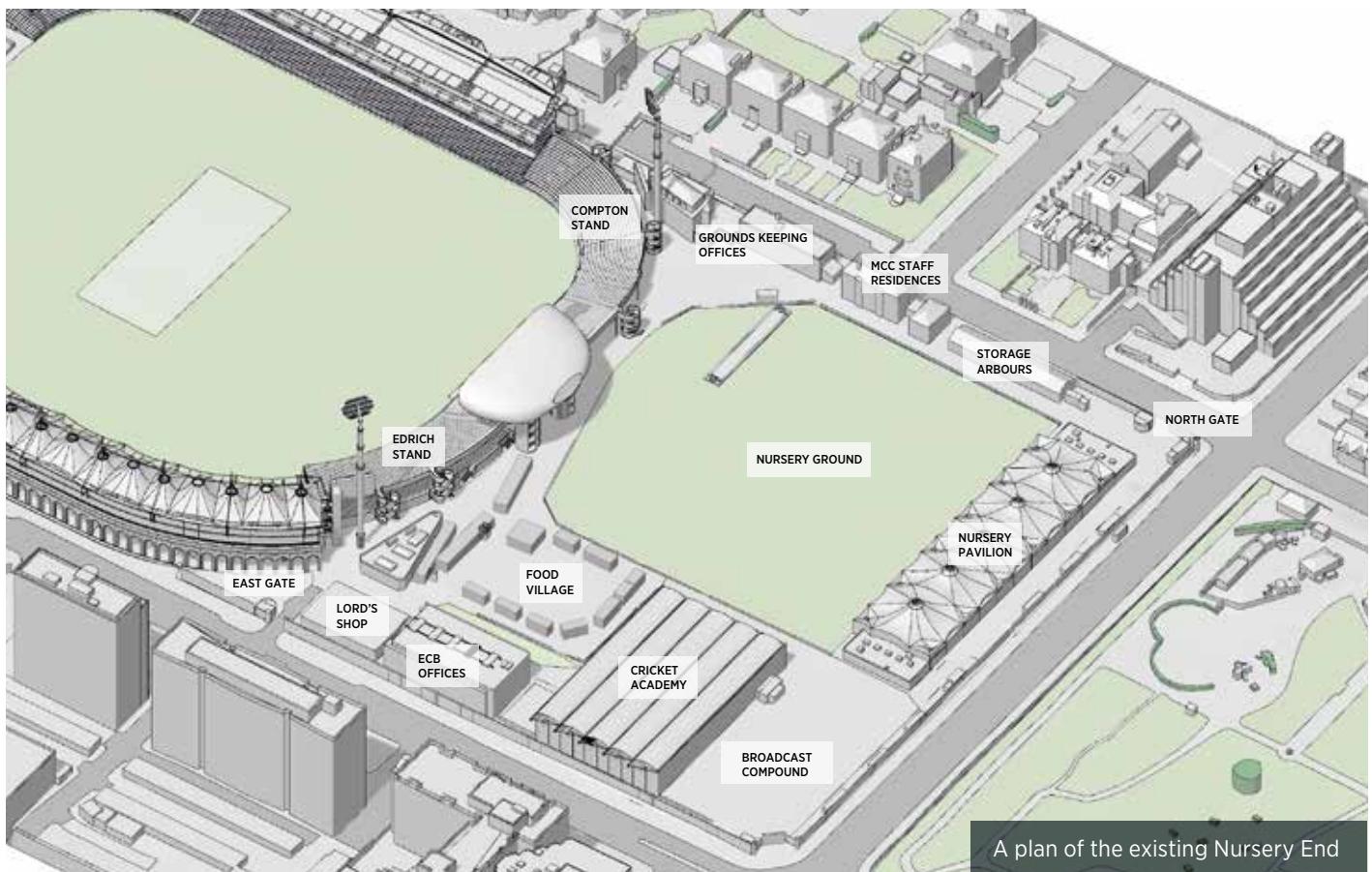
- Major Match Days:

The aspiration of the 2013 Masterplan was to increase the capacity of Lord's from 28,500 to approximately 32,000. This figure was deemed large enough to meet demand for tickets but not so large that M.C.C. risks a) having empty seats, which is a deterrent for broadcasters and sponsors, b) putting undue strain on both the Ground's and local infrastructure, and c) designing stands so large they will not get planning permission.

The two developments that have already received planning consent – the Warner Stand and SWP – will increase the capacity of the ground by 924. This is less than envisaged in the 2013 Masterplan because that was predicated on an 800mm – rather than the eventual 900mm – seat row depth.

This leaves M.C.C. needing to boost its capacity by at least 2,500 to bring it up to 32,000. The Grand and Mound stands are not ripe for development, first because they function well and secondly because their height is constrained due to being close to neighbouring residences. This means the capacity increase must come from new Compton and Edrich stands – but, realistically, 2,000 is likely to be the limit given the stands' proximity to the J.P. Morgan Media Centre, which Westminster City Council defines as an unlisted building of merit and a landmark in the St. John's Wood conservation area. The J.P. Morgan Media Centre is likely to be listed in the near future, further constraining development in its context.

In terms of their footprint on the Ground, the existing Compton and Edrich stands are a very efficient way of



accommodating 8,250 people. The flip side is that many of the seats in the lower tiers are of poor quality because the top tier is directly overhead; they are cold and dark compared to other seats elsewhere at Lord's, and without much of a view of the rest of the Ground. The sightlines are poor because the rake of the stands is shallow, and there are columns within the lower tiers supporting the upper tier; this means there are a considerable number of seats with restricted views. They do, therefore, affect M.C.C.'s ability to provide an outstanding spectator experience to all ticket holders.

The current stands do not meet modern standards in terms of accessibility (e.g. lifts, wheelchair spaces) or space per seat. Therefore, even if they were replaced with stands with the same number of seats, the overall footprint would be much larger. Permission would be needed to remove some of the mature trees behind the stands to allow for a greater ground-level footprint.

Another principle of the Masterplan was to locate catering and WC facilities within stands closer to spectators, in order to reduce ground-level congestion. Accordingly, the new Warner and Tavern & Allen stands have been designed to incorporate far more facilities for spectators, and

any redesign of the Compton and Edrich stands should do the same.

Improving the circulation of the entire Nursery Ground is a priority. One measure of improved circulation is increasing the space available at ground-level, but it is also necessary to minimise "pinch points", i.e. narrow areas through which many people will have to pass, causing queues. Reducing the number of pinch points is important not just for general convenience, but also, in the event of an emergency, for swift and safe evacuation.

The Food Village at the Nursery End is the main hub for public catering at Lord's. However, it gets heavily congested during intervals at major matches, so more space in the vicinity of catering units is needed, and the units themselves should be located in close proximity to the stands so spectators are not forced to travel long distances for refreshment. This will help to reduce congestion within circulation routes at the Nursery End of the Ground.

- Year-round:

The Lord's Shop, currently at the East Gate, suffers from significant congestion during major match days, impacting negatively on customers' experiences and also profitability.

Moreover, as the Ground gets busier on non-match days e.g. with tours, the year-round footfall in the shop is increasing.

Since the 2013 Masterplan was conceived, M.C.C.'s retail operation has significantly improved, and consequently the Commercial Department has requested an increase in retail space 50% larger than that set out in the 2013 Masterplan, with a preference for a shop with a street-facing entrance.

iii) Event Facilities

A major event space – for hospitality on match days and for conferences, dinners etc. on non-match days – is an important requirement at the Nursery End. Currently, that is provided in the Nursery Pavilion, which is a temporary structure sitting on the leasehold land. However, currently, under the terms of its lease with Messrs Rifkind and Levy, M.C.C. can only use it for sporting events, which affects its revenues to the tune of around £0.9m p/a. In order to realise greater value from that event space, M.C.C. would either need to move it onto its own land, or negotiate with Messrs Rifkind and Levy to allow non-sporting events to be held in a building on the leasehold land.

The current Nursery Pavilion has a fabric roof which means noise seeps out; any new event space should be more acoustically robust, to minimise disruption to local residents.

The Commercial Department would like a 1,000-cover space, with a more conventional square proportion (as opposed to the existing long, thin, rectangular space) to offer clients more flexibility for hospitality events.

iv) Operational Facilities

The size of M.C.C.'s current broadcast compound is right at the limit of what is practical on the busiest major match days e.g. Australia or India Tests. A new compound should be at least 2,000sqm i.e. an increase of at least 500sqm. There also needs to be sufficient room for large broadcast vehicles to access the compound and manoeuvre within it.

v) Staff Facilities

It is planned that the majority of M.C.C. staff will be accommodated together in new offices in future developments. However, the Groundstaff and Estates Department will remain in their current location at the Nursery End, due to the sheer amount of equipment and space needed for them to do their jobs, and the

desirability of being located between both Main and Nursery grounds. Living accommodation for up to four members of Estates and Groundstaff should also be retained at the Nursery End.

On major match days, M.C.C. utilises around 1,300 additional casual staff, principally for catering, cleaning, security and stewarding, as well as around 100 volunteers. While the new, enlarged basement in the Warner Stand is a start in the provision of a break area for the staff there, other areas of the Ground do not have such facilities.

This means that M.C.C. has to use existing areas e.g. the Cricket Academy, which, in turn, reduces the Club's ability to provide indoor net space over and above ECB requirements and/or convert the Academy into profitable hospitality space. It is necessary to provide check-in, changing and storage space, as well as secure, warm and comfortable break areas for the staff who are the public face of Lord's on match days.

vi) Access and security

The North Gate is the busiest entrance point to Lord's, by virtue of its proximity to St. John's Wood Underground station. Currently, Wellington Place becomes very congested before major matches start, with spectators sometimes spilling out onto Wellington Road. There is a pressing need to increase the speed of ingress through the North Gate by providing more access points.

However, while the speed of ingress is important, so too is rigorous access control. On non-match days, M.C.C. has tightened its procedures e.g. through the introduction of a formal visitor sign-in procedure. On major match days, police and security advice is that searching should happen outside sports grounds, before tickets are processed. Where the site perimeter is constrained, as it is at Lord's, then the ticket line should move in, to allow the searching to happen within the overall footprint of the Ground, but outside the turnstiles.

The Club takes advice from Metropolitan Police Counter-Terrorism Security advisors, and the security of the site (physical and operational) is scored against National Counter Terrorism Security Office criteria. Initiatives such as the installation of shatter-proof film on windows, enhanced training and awareness programmes for staff, and improved security procedures, including enhanced

access control, search and accreditation arrangements have strengthened M.C.C.’s security standing and reduced the vulnerability of the site. Any changes to the Ground must enhance rather than compromise that progress.

vii) Heritage/Planning Considerations

The J.P. Morgan Media Centre and the Clock Tower (and its attached offices and workshops) can be defined in heritage terms as Buildings of Merit. M.C.C. is therefore constrained in what it can build adjacent to them, and what changes it could make to them.

The J.P. Morgan Media Centre and the Mound Stand are considered by Westminster City Council to be Landmark Buildings, which means they appear in key local views; for example, from St. John’s Wood Church Gardens and from Wellington Place.

Historic England has carried out an assessment of all English sports buildings to establish designation (national listing) criteria. The J.P. Morgan Media Centre, the Mound Stand and the Grand Stand are identified as key buildings, and are strong contenders to be listed within the next decade. Lord’s is also mentioned for its unique collection of buildings, and association with the history of the game. It forms a cohesive character area within the St. John’s Wood Conservation Area and is adjacent to the internationally significant Regent’s Park Grade I designated parkland and Conservation Area. Trees are major components in both Conservation Areas and townscape.

Outside the Ground, on St. John’s Wood Road, two significant developments – Dora House and 38-44 Lodge Road (which has a frontage onto St. John’s Wood Road) – have recently received planning permission. The former will be between 11-13 storeys, and the latter will be 11 storeys high. The approval could be seen as setting a precedent for buildings of a similar height in the area; although, unlike Lord’s, those buildings do not sit within St. John’s Wood Conservation Area.

St. John’s Wood Church, by the roundabout at the top of Park Road, has Grade II* listed status and is a local landmark. Therefore, account must be taken of the setting of the church and its large gardens (the only public open space amenity in the Conservation Area), as well as views from Regent’s Park, itself a statutorily registered Park and Garden of Special Historic Interest (Grade I).

Account must also be taken of M.C.C.’s neighbours; for example in respecting their daylight and sunlight, which are town planning considerations.

Should M.C.C. choose to build housing within the curtilage of Lord’s, many of the new residents’ rights can be limited by restricted covenants, but they still have rights under local by-laws. For example with regard to nuisances such as noise, light and smells which could be expected by-products of match-day operations.

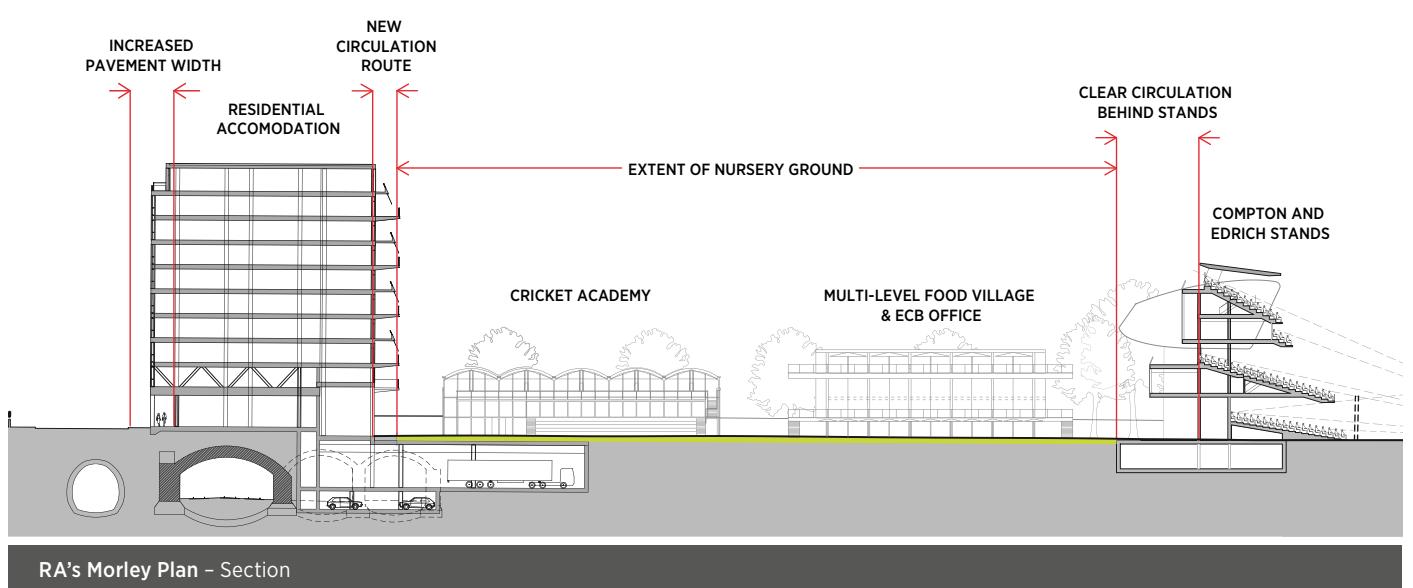
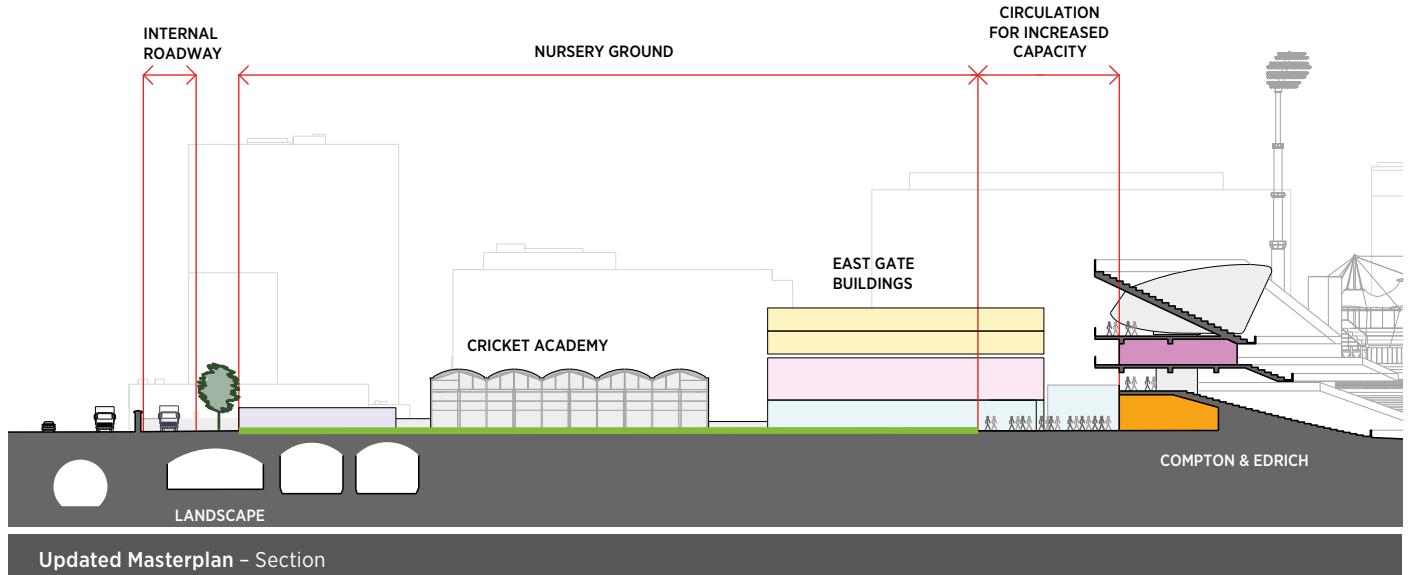
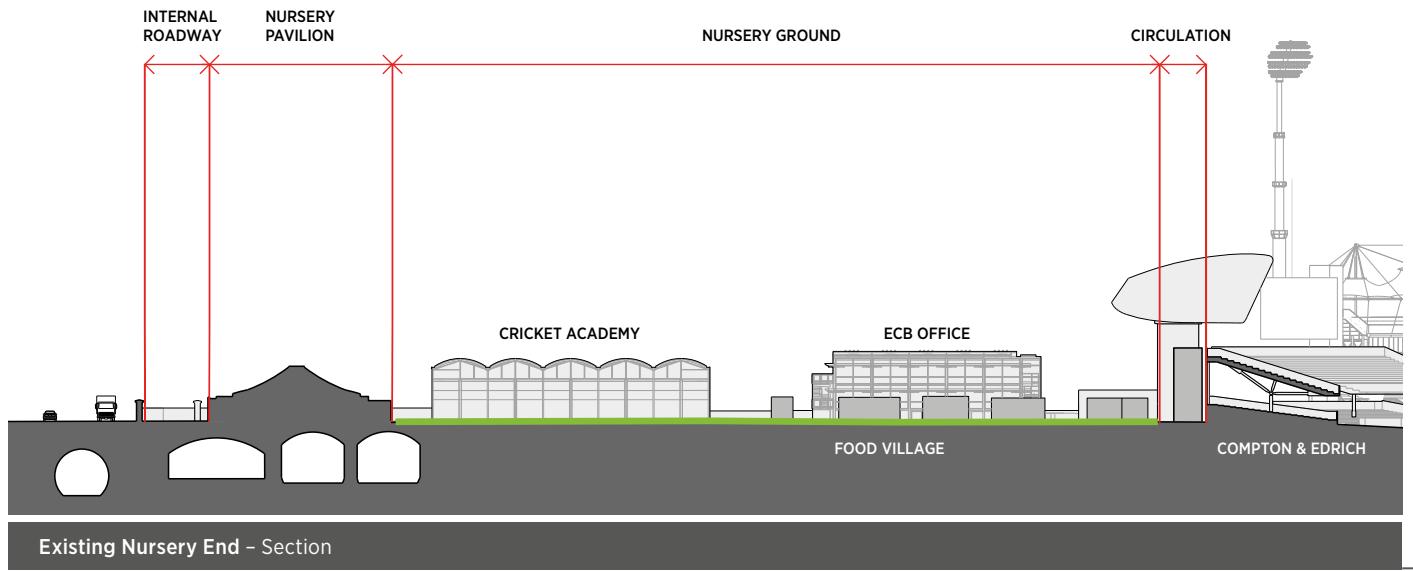
viii) Financial Considerations

Over and above the commercial benefits of having larger stands, better event spaces and more accessible retail outlets, there is an argument that M.C.C. could obtain greater financial benefit from the Nursery End, given the space available, to help secure the Club’s long-term financial health.

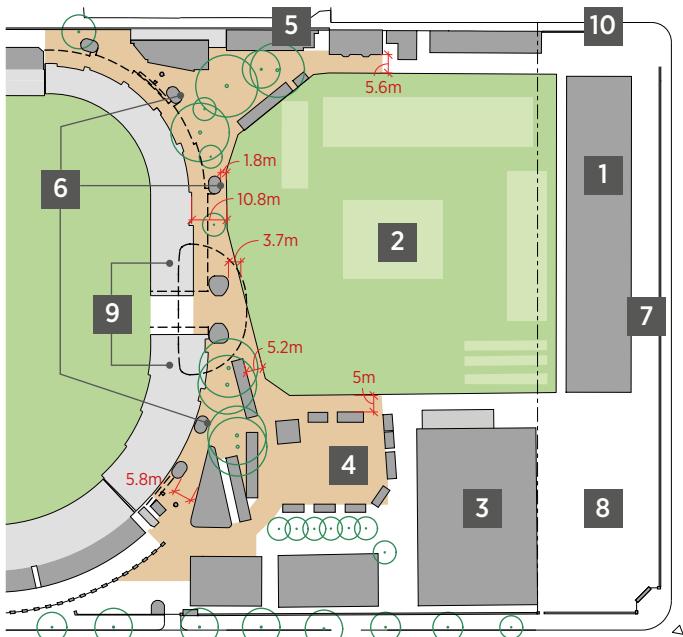
However, there are several significant “unknowns” about the future of cricket. The two most important are: (i) the future of Test cricket and the associated likelihood of Lord’s continuing to host two Test Matches p/a (which affects not just ticket income, but debenture, box and sponsorship values); and (ii) the future of domestic Twenty20 cricket and whether ECB establish a new tournament and, consequently, Lord’s will host more matches.

At the time of writing, there is confidence that the Club will secure two Tests and one ODI each year when there are two touring teams, and the assumptions made in financial projections in the Review reflect this. Members should be aware that if there is a prolonged period where Lord’s only hosts one Test, the Club would have to adjust its business model and cost base, and also try to attract other matches in lieu of hosting a Test.

SECTIONS



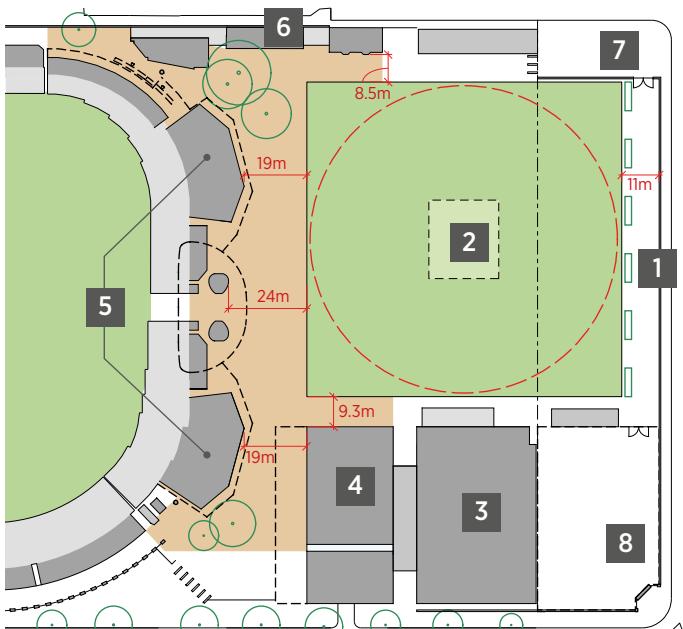
GROUND PLANS



Existing Nursery End – Ground Plan

Existing ground level circulation space,
with pinch points highlighted

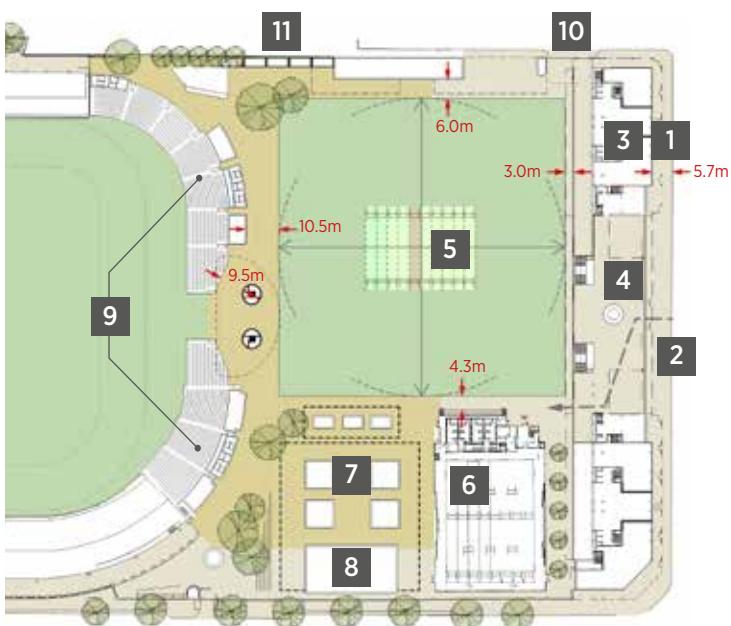
- 1** Nursery Pavilion
- 2** Nursery Ground
- 3** Cricket Academy
- 4** Food Village
- 5** MCC Offices and Staff Accommodation
- 6** Staircases for Compton and Edrich stands
- 7** Internal Roadway
- 8** Broadcast Compound/Parking
- 9** Compton and Edrich stands
- 10** North Gate



Updated Masterplan – Ground Plan

Updated Masterplan Nursery End
showing ground level circulation
with pinch points highlighted

- 1** Internal Roadway
- 2** Nursery Ground
- 3** Cricket Academy
- 4** East Gate Building
- 5** Compton and Edrich stands
- 6** MCC Offices and Staff Accommodation
- 7** North Gate
- 8** Broadcast Compound / Parking



RA's 'Morley Plan' Nursery End
showing ground level circulation
with pinch points highlighted

- 1** Wider Pavement
- 2** New Hospitality Entrance
- 3** Residential Accommodation
- 4** Nursery Pavilion
- 5** Nursery Ground
- 6** Cricket Academy
- 7** Multi-Level Food Village
- 8** Offices and Amenities
- 9** Compton and Edrich stands
- 10** North Gate
- 11** Groundsmen / MCC Offices / Amenities

RA's Morley Plan – Ground Plan

2. REJECTED OPTIONS:

Throughout 2016, M.C.C.'s professional team and the Estates committee's Nursery End Working Party considered a wide range of options for developing both the Nursery and Pavilion ends. This Review presents those considered to best meet the Club's needs in terms of improving facilities for all that use the Ground, enhancing its character, and safeguarding the Club's finances.

With that in mind, five major options were discounted:

i) Reconfiguring the Nursery Ground with residential development on both M.C.C. and the leasehold land:

The team wanted to investigate two issues: what facilities could be accommodated at the Nursery End if it was totally reconfigured, and what density of residential development on M.C.C. and the leasehold land did its advisors think would be acceptable to Westminster City Council. Centralising the Nursery Ground frees up more space on the northern boundary for facilities, and establishes sites for up to 132,000 sq. ft. of residential accommodation, the maximum deemed likely to receive planning consent – a key factor in the consideration of any development proposal. However, without any commercial agreement in place with RA, the level of debt M.C.C. would have had to assume to fund the construction (£92m in 2024) was deemed unfeasible.

ii) Residential development on M.C.C. land:

It is projected that M.C.C. could improve its cash position after ten years by around £9m if it chose to include a residential element in the Updated Masterplan. However, given the issues concerning residential development in general, it was felt that this would be an insufficient cash benefit given the current risks, despite the fact that in this scenario, all profits go to M.C.C. However, it could be considered an option in the future.

iii) Residential development on Grove End Road:

In the current market, M.C.C. could sell the block of three of its existing assets on Grove End Road (Nos. 4 and 6, and Car Park No. 6) for around £20m. However, the Club is advised that an injection of c.£20m is not seen as being sufficient reward to restrict future options at this point in time, and could be more useful later (see: Appendix C: Beyond 2027). Any proceeds would also be taxable with would reduce the realisable proceeds.

iv) A partial rather than full rebuild of the Compton and Edrich stands:

M.C.C. could increase capacity by keeping the existing Compton and Edrich tiers and building a new upper tier on both stands. This would cost around £16m less than fully rebuilding them, but it would mean retaining and “locking in” the worst seats in the Ground, which severely hamper the customer experience for those who sit in them. If Lord's wants to be the best ground at which to watch cricket, seats like those in the lower tiers of the Compton and Edrich stands must be removed.

v) Developing the Pavilion End (the SWP) before the Nursery End:

The SWP was conceived as the second phase of the 2013 Masterplan, and in 2016 planning consent was granted for a scheme which would have increased the capacity of the Tavern and Allen stands by 1,082 for a cost of £95m (if construction began in 2019). However the financial analysis undertaken for this Review has clearly illustrated the benefits of developing Nursery End beforehand: there is scope to increase capacity by c. 2,000 in new Compton and Edrich stands, and because they are public seats they are financially more valuable than discounted Members' / Rover seats; a new event space for c. 1,000 covers can be built at the Nursery End, compared to space for around 250 covers in a new Thomas Lord Building; and the projected cost of these Nursery End developments is c. £6m less than the SWP.