



HBO

SPORTS AND COMMUNITY CLUB

BUSINESS PLAN PROPOSAL FOR THE
MAINTENANCE OF THE HATFIELD BROAD
OAK VILLAGE GREEN

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EXECUTIVE SUMMARY

The HBOSCC charity's focus will be on the Village Green.

This will enable us to provide a beautiful space and excellent facilities for the residents of Hatfield Broad Oak to be proud of and enjoy for many generations to come.

This proposal clearly demonstrates the many benefits to the Parish Council of a sublease to the HBOSCC and how the charity intends to manage the facility.

The timing could not be better: we have a board of Trustees with highly relevant experience, a cohesive Parish Council focussed on making a genuine difference to the village and a receptive community that has been waiting for this project to come to fruition for the past 10 years.



Now is the time to join together in this opportunity for us all to and create the legacy that was the original vision and that residents can be truly proud of.

INTRODUCTION

This document details the proposal from the HBOSCC Charity Number 1135737 (Hatfield Broad Oak Sports and Community Club) enter into a sublease for maintenance of the Village Green and the benefits of this lease to the Parish Council and wider community.

The benefits and opportunities of the lease are explained in the following 3 areas:

- Benefits of a dedicated charity taking over management of the village green
- Reasons for a sublease vs licence to enhance grant funding opportunities
- The financial advantages of management by the charity

The HBOSCC charity has been completely revitalised in 2024. With new Trustees, a suite of updated policies and procedures and professional management & administration systems, reassuring you that we are a team you can trust to carry out the job to the highest levels of compliance and satisfaction.

We welcome the opportunity to discuss this proposal with the Parish Council and the residents of Hatfield Broad Oak in more detail, and to answer any questions you may have.

We are confident that we have the best team at the right time to commence this project successfully and create a legacy to be enjoyed for many years to come.

HISTORY OF THE VILLAGE GREEN AND INTENTIONS OF THE LAND SWAP

Following its vision of the Parish Council in the early 2000's to create a community space in the heart of the village and to protect it from development, the Village Green was gifted by the Gosling family to the village of Hatfield Broad Oak for the purpose of sports and recreation.

This was enabled by a very beneficial land swap between the HBO Sports Clubs and the Gosling Family in 2009. The Clubs exchanged their previous football and adjacent cricket pitches (further along Dunmow Road) for the land we know as the Village Green, enabling sport to take place in the centre of the village.

This exchange was agreed by the HBO Sports clubs, on the basis that the Parish Council would grant the clubs a sublease of the village green in return for giving up their pitches and approximately 70 years remaining on their lease. The lease was granted to the Parish Council and the agreement to sublease to the Sports Clubs is still awaiting conclusion.

This proposal aims to honour that original intention. The land included in this proposal is as shown in the map.



THE ORIGIN OF SPORTS ON THE VILLAGE GREEN

With the vision of creating an open public space into the heart of the village the Parish Council entered into discussions with Rupert Gosling for the land opposite the Dukes Head and Dunmow Road. In April 2009, the Parish Council held a public meeting to share the village green project. Planning Permission was granted in July 2009 and earthworks were completed autumn 2011.

Over the years the Parish Council has been responsible for maintenance of the Village Green and the Sports Clubs have undertaken over 800 hours of additional pitch maintenance every year.

A number of village clubs are now flourishing and providing much needed sports, community and health benefits. The youth football club now has over 60 registered players across 8 teams and the cricket club has the largest membership seen this century with 26 fixtures planned for the 2024 summer season.

There is a huge demand to increase the sporting facilities at the village green and popular suggestions are tennis, netball, rounders, an outside gym / trim trail and a running club. A sport pavilion is essential for the future development of sports at the village green and it is our intention to build a modest sized facility that will allow sports and recreation to flourish for years to come, including its formal senior league matches that the pavilion will trigger.

Planning permission for a pavilion was obtained by the Parish Council.

ABOUT US: THE HBO SPORTS AND COMMUNITY CLUB

The HBO Sports and Community Club was founded in 2010 (as the HBO Village Green Co) to take over from and modernise the old HBO Sports Club with specific focus on managing the village green. In accordance with the Parish Council's wishes it was rebranded in December 2014 and the focus was widened to support not only the sports clubs but to include community clubs as well as managing the village green. It is a registered charity (Charity number: 1135737) and a company limited by guarantee (Company number 07137376)

TRUSTEES:

The trustees of the HBO Sports and Community Club have extensive experience running businesses and public sector organisations. They have a proven track record in fundraising. They are experienced at successfully running community events and community sports clubs.

Chris Roberts - Chair of the HBO Sports & Community Club, was CEO of Van Hage Garden Centre group for 25 years and has extensive business knowledge and experience. Has held various volunteer roles in the parish 10K Race committee member and PTA. He has also been a Governor of St Mary's School and Bishop's Stortford High School including during the Jobbers Wood Sports Grounds project. He also supported the Hertfordshire Olympic Project at Lea Valley Water Park. Chris has lived in Hatfield Broad Oak for over 35 years.

'I am passionate about Sport and creating a Pavilion on the Green whilst maintaining its natural beauty and horticulture.'

Vanessa Ambler - CEO and owner of We Care 4 Air Ltd, working with governments to reduce air pollution worldwide. Former Chair of the HBO PC, Race Director of the HBO 10K for over 10 years and Former Chair of St Marys C of E Primary school PTA. In addition to her village fundraising activities, Vanessa has significant grant funding experience and success to her name.

'I am honoured to be a Trustee and am very passionate about improving sports, leisure and nature at the Village Green. Having been Race Director for the 10k for many years, I know just how important a pavilion would be for the future of the race, which is an incredible opportunity for the entire village to raise funds. I believe the Village Green should be available and accessible for all, and am very happy to dedicate my time and efforts to improve facilities for future generations.'

James Leighton - former HR Director of The Uniter Group and Major Account Director Sales at FLS Limited. Owner of JDL Services in the landscape gardening industry, James has relevant experience and knowledge that is hugely beneficial for the village green. Chair and Chief Instructor of the Hatfield Broad Oak Ch'uan Chang Do Kung Fu Club for over 30 years.

David Milne - Is a local Farmer with 35 years local experience. David owns a number of companies including two Estate Agencies/Property Lettings and a Property Development Company with local site open market and Social Housing Projects. David brings a wealth of construction knowledge to the team. He is a founding member of the HBO Football Club.

'My reason for being involved as a trustee is to give back some of what the village and sport have given me. I believe we can help provide and maintain a pavilion and green space that will enable younger people to make the same lifetime memories and friends that I have.'

Mark Strutt - Managing Director of Broad Oak Consultants. Chair of HBO PC and councillor for over 12 years. Chair of HBO Youth FC, Secretary of HBO Ch'uan Chang Do Kung Fu Club. Long term Member of the Flower Festival Committee and Friends of St Marys organisers of the village bonfire event. Former Governor at St Marys C of E Primary School, Vice Chair of the Pre School and member of the PTA. Mark has lived in Hatfield Broad Oak for over 56 years and his passion for the village is second to none and demonstrated by the many hours of his spare time he gives up every week.

'Open spaces and outdoor activities are a passion of mine and I work very hard to enable others to enjoy the benefits of sports. I have for a long time championed all activities at the Village Green, whilst recognising the historic connections to football and cricket of the village sports pitches'

Steve Munday - CEO of a Multi-Academy Trust operating 3 secondary schools and 3 primary schools, educating more than 4500 pupils, and managing more than 50 acres of sports fields. Steve brings extensive educational and operational experience. He is also a committee member of HBO Cricket Club.

'I have two young children who are a big part of the reason we moved to HBO 6 years ago. I spend a lot of time at the Village Green playing with my children, walking the dog, helping maintain the cricket square and limited time batting on it! Prior to my current role, I was the Headteacher of a large secondary school and sports college, and understand acutely, the positive impact of sport and recreation on communities, including for those not participating'

WHY WE ARE PROPOSING A SUBLEASE OF THE VILLAGE GREEN:

Maintenance of the village green has been undertaken by the Parish Council to date. It is an extremely time-consuming task in addition to the many responsibilities of a Parish Council, especially with all the work created by the need for a local Neighbourhood Plan.

This is the very reason that a sublease was first discussed in 2014. The village green is falling into disrepair: the paths are half the original width and overgrown with weeds, the fences are broken in several places, the planted areas are completely overgrown, and the picnic benches are rotten. This is not a criticism of the current maintenance plans, merely a statement of fact and the primary reason behind our proposal.

OUR SOLE OBJECTIVE: ENHANCEMENT OF THE VILLAGE GREEN FOR SPORTS & RECREATION

The HBOSCC is a charity led by Trustees who are experts in their field, and all of whom feel very passionately about Hatfield Broad Oak and the future of the village green. The sole purpose of the charity is to enhance and maintain the village green and its facilities to the highest standards, so that it can be enjoyed by the villagers for sports and recreation for many years to come.

Most importantly this all comes without any additional cost to the village or liability to taxpayers.

BENEFITS

By virtue of the Trustees being focussed exclusively on the village green, we have the time, dedication, knowledge and experience to not only maintain the area to its current standards, but enhance and improve it according to the needs and wishes of the local community.

In addition, as a charity we will have access to funding streams that are not available to the Parish Council plus other taxation benefits for example Gift Aid.

The last section of this proposal will explore the major benefits in much more detail.

COOPERATION

The sublease proposal has been discussed with the landlord and he fully supports the proposal which will conclude the original vision including the land swap as intended by his father back in 2009.

Legal provision for the proposal exists in the current lease as per the original intention. Hatfield Broad Oak Cricket Club, Hatfield Broad Oak Football Club and Hatfield Broad Oak Youth Football club all support the proposal and have given their commitment towards maintenance and improvement.

For the clubs to prosper they need certainty, consistency and protection over the direction and future management and maintenance of the pitches. This sublease will enable them to apply for numerous grants and funding from sporting bodies.

All parties will cooperate professionally and amicably to facilitate the beneficial use of the Village Green by the sports and activity clubs, recreational users and the wider community of the parish.

PROFESSIONAL MANAGEMENT

The charity is currently in the process of updating all of the policies, procedures and management systems ensuring full compliance with the Charity Commission, latest legislation and in line with the principles of the ISO9001 Quality Management System.

Current policies include:

Health & Safety and Risk Management, First Aid and Fire Safety

Conflicts of Interest
Management and Register

Safeguarding

Financial Management

Whistleblowing, bullying and
harassment

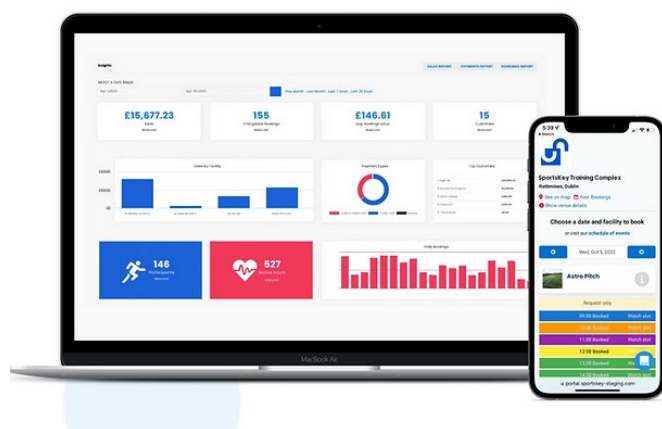
Reporting Incidents,
Complaints and Concerns

Code of Conduct

Digital Safety



We are reviewing on-line systems for accounting and sporting facilities, to ensure maximum professionalism, funding opportunities and accountability with full clarity for future Trustees to take over with ease.



WHY WE BELIEVE WE HAVE THE BEST TEAM FOR THE ROLE:

In addition to their passion for Hatfield Broad Oak, the Trustees have been selected for their professional expertise. The skills of the team are fundamental to the success of the project from concept through to build and management / maintenance and we believe this team is exceptional.

The table below details how each Trustee will have individual responsibilities in addition to the wider contribution of the group as a whole:

Trustee	Specialist Role
Chris Roberts (Chair)	<p>Horticulture: In addition to his senior business experience and contribution to the gravitas of the group, Chris is a specialist in horticulture and will be responsible for the maintenance of the non-sports areas and our proposed planting scheme to enhance the overall beauty of the village green. For example, Chris would like to oversee a planting scheme of naturalised bulbs such as daffodils and crocus in late summer, which would then look stunning in spring and multiply each year.</p> <p>Chris is also passionate about the addition of a tennis and netball court for use by the village and the school. The current netball court is several feet smaller than standard regulations.</p>
James Leighton	<p>Landscaping: As owner of a landscaping business, James has the knowledge and access to the tools to partner with Chris and enhance the natural beauty of the village green</p>
David Milne	<p>Planning, Building & Finance: David is a property developer, and incredibly knowledgeable and indispensable with reference to all planning, hard landscaping and building matters. David has access to a team of professionals that will save £000's for the charity in legal, planning and building expertise and we are incredibly grateful for his contribution to the team.</p>
Mark Strutt	<p>Pitch Management & Fundraising: Mark has dedicated much of his life towards sport in Hatfield Broad Oak, winning a special community award in 2021 which was voted for by the village to recognise his achievements. Mark was part of the team responsible for creating the village green and he has worked the ground for the past 15 years and knows how to manage the pitches better than anyone. He also has amazing contacts within the sporting grant funding community and was responsible for obtaining the grant funding to purchase the tractor 4 years ago which saved the Parish Council £23k and £4k each year afterward.</p>
Steve Munday	<p>Sports Facility Funding & Management: Steve has extensive experience of fundraising for and managing sporting facilities throughout his career in managing schools throughout Essex. Steve knows and understands all of the legislation and safeguarding aspects of the proposal in a senior professional context which will be invaluable in our proposal to the fundraising community and management of the project</p>
Vanessa Ambler	<p>Funding, Sustainability & Administration: Vanessa has a background in Sales & Marketing and now operates in a senior management capacity in the field of sustainability and net zero in her role as owner of a company monitoring global air quality. Vanessa is very detailed with administration processes and is currently rewriting and updating all our policies and procedures in line with the ISO 9001 Quality Standards. Vanessa is an experienced grant writer and will be key in our fundraising activities.</p>

SUCCESSION PLANNING

The charity is reviewing its structure and in doing so is actively considering succession planning for the long-term stability and future of the project.

Each of the sports clubs has its own committee and structure. Both HBO Youth FC and HBO Cricket Club have expanded their committees and are increasing their clubs' resilience.

THE BENEFITS OF A LEASE AND NOT A LICENCE

Legal Definition: A lease and a licence are both kinds of a contractual agreement between the owner (lessor or licensor) and the user (lessee or licensee). The contract arrangement both parties to the terms of the agreement. A lease is an agreement whereby a tenant will occupy a property exclusively, for a fixed period of time, whereas a licence grants permission for the licensee to do certain agreed activities on a licensor's property.

The primary reason for granting a sublease and not a licence is for the future safety and security of the village green and sporting facilities for generations to come.

Licences do not give security of tenure to a tenant, providing no security for us to offer to funding institutions.

Granting a sublease will enable the charity to access the largest funding streams from organisations such as the FA. As you can see from this image taken from their website, they will only provide grant funding in excess of £100,000 if a lease of at least 21 years is in place.

Quite rightly this is for their own due diligence to ensure that they receive best value for their grant funding. Why would anyone provide a grant to a facility that has no future guarantee of existence?

Please see Appendix 2 from Sport London: Applying for physical activity and facilities funding.

SUPPORTING DOCUMENTS

There will be a checklist for you on our application portal that is bespoke to your project. However, common items include:

- Technical documents (e.g. designs)
- Evidence of partnership funding
- Letters of support from key partners
- Governance documents (e.g. policies and procedures)
- Security of tenure*

*You will need to demonstrate the following security of tenure. Any grant award over £100,000 would be subject to first charge over the property upon which the facilities are being developed (or a restriction if the applicant is a Local Authority, Public Authority or Parish Council).

	£25K — £100K	>£100K
Security of tenure	Freehold or 10 years leasehold	Freehold or 21 years leasehold
Claw back period	10 years	21 years

And finally, we have a section for you to upload your supporting documents.

This document clearly states on p3 "if you have a lease then the rule of thumb is that the longer the lease the more funding you are likely to be able to receive".

Appendix 3 Sports England Funding Guidelines goes even further to say: "please be aware a licence does not provide sufficient security of tenure".

The building of a pavilion is essential to guarantee the future of sport within Hatfield Broad Oak, enhancing the health, wellbeing and community spirit of this village for generations to come. Once this is built the clubs will finally be able to join senior (adult) leagues and higher standard junior leagues.

Without the provision of a sublease, the charity will not be able to raise sufficient funds to build the pavilion.

We fully understand the risks for both parties involved, which is why we have recommended that KPI's are included in the lease so that the Charity will provide a formal report every 6 months as evidence of meeting and exceeding those targets to the Parish Council and the residents.

The protection of the land for use by the village as intended is the most fundamental aspect of this proposal, and we welcome and support every aspect of the contract to protect this.

A sublease also fulfils the original vision of the landlord and Parish Council enabled by the land swap.

FUNDING, PROJECTED REVENUE AND THE TAX BENEFITS OF A CHARITY

Financial soundness will be fundamental to everything we will be doing.

FINANCIAL PLANS AND AIMS

We have the following aims for the village green:

- Plan the budget
- Maintain a contingency
- Non Profit
- No Additional Cost to the Parish Council
- Reduce the cost to Parish Council

We will do this by fundraising, innovatively and relentlessly in ways outlined briefly later.

WE HAVE A 5 YEAR BUDGET PLAN BASED ON THE CURRENT CLUBS

We encourage you to see our detailed Cash Flow Budget Appendix 1 which demonstrates income and expenditure for the next 5 years.

Revenue has been based on the current sports memberships and known grant funding and is therefore conservatively estimated.

CONTINGENCY

From the outset due to our experience, we knew having a contingency is important. We are very confident that the charity will retain a contingency at the end of each year, providing reassurance to the Parish Council and village of the competence of our team.

NON-PROFIT

As a Charity we will not make or retain profits, and all revenue will be reinvested into the Village Green as detailed in our reports. Suggestions for the reinvestment will be sought from residents.

NO ADDITIONAL COST TO THE PARISH COUNCIL AND REDUCE THE COST TO PARISH COUNCIL

We aim to do this at no additional cost to the Parish Council and raise that aim to actively reducing the cost to the Parish Council.

FINANCIAL ADVANTAGES

As a Charity, we will have access to fundraising opportunities that are not available to a Parish Council including:

- Grant Funding
- Fundraising & Gift Aid from individuals
- VAT exemption
- Private business charitable donations that are eligible for tax relief
- Refreshment Sales
- Business Rate exemption on the pavilion

GRANT FUNDING

A charity has much more access to grant funding than the Parish Council. The charity will work tirelessly to find local and national grant opportunities. Obviously, we have already identified some of these. We will work with County and National Governing Bodies for Football and Cricket but with many other more local organisations.

FUNDRAISING AND GIFT AID

A key function of a Charity is fundraising for their objectives. This includes running our own fundraising events.

Charities are set up to welcome gift aid on donations from supporters. Parish councils rarely get donations and do not actively seek them.

VAT EXEMPTION

As a charity we will obtain zero rated VAT for the construction of the pavilion as the building will be used “solely for non-business purposes”. This means that we will not charge VAT to the clubs or for refreshments, but have the building construction costs certified as exempt from VAT.

REFRESHMENT SALES

The charity clubs will be able to sell refreshments at training sessions and matches. Unlocking this potential will have a huge impact to the funds coming into the site. Dunmow Cricket club typically make in excess of £500 profit on a Friday evening while their captive audience of parents wait for their children at cricket training. The football parents expect to buy teas, coffees and soups while they watch matches and training.

BUSINESS RATE EXEMPTION ON THE PAVILION

The pavilion being owned by a charity and used by voluntary sports clubs is likely to receive 100% business rate exemption.

MOVING FORWARD

Enhancing the village green has largely stalled in the 14 years since its original construction, the only additional facility added to the site is the Pétanque court. Unlike the Parish Council, the HBO Sports and Community Club will be able to focus on getting things done with the community.

ONSITE CAR PARKING

Car parking would be one of our first priorities to help the neighbours of the site, particular in the Hight Street and Dukes Orchard. This another important area where we can act more quickly than the council. Sustainable car parking will alleviate pressure in the High Street. Grass geogrid parking for 40 cars is planned at the top of the green.



WHAT HAVE THE RESIDENTS BEEN ASKING FOR

Over the years and in recent times various suggestions have been made to increase usage of the village green for those groups not already catered for. It is fantastic that among



young women football is the fastest growing sport however we want to reach out a wider cross section of the community.

Popular suggestions to date are:

Tennis Courts

Netball Court

Trim Trail / Outdoor Gym

We will actively engage with residents and facility users for suggestions.

DOG WALKERS

Dog walkers is one of the most popular uses of the village green and we will look forward to this continuing. We will look at safe ways of providing drinking water for dogs.

ST MARY'S C OF E PRIMARY SCHOOL

The village green is also a very important facility for the village school, and betterment of the facilities will be a significant benefit for the school in terms of current pupils and also attracting future intake.

The school already use the facility for the school sports day. The pitches have been made available for matches and training to the school.

The pond and nature areas also provide excellent opportunities for the school to make use of the site.

10K RACE

We welcome that the annual 10k Race will continue to use the village green for its finish and Head Quarters. The 10 Race will benefit enormously from new pavilion which it can use for its HQ with decent internet, wi-fi, and facilities.

ST MARY'S C OF E CHURCH

St. Mary's church is a prominent site within the village and we are keen to support their community efforts wherever we are able..

COMMUNITY ENGAGEMENT

The charity will engage actively with the entire community not just the sports clubs, but the churches, the village hall, the cubs and scouts, all the organisations and groups, along with local businesses. We look forward to hosting community events like our popular Sports and Fun days.

PARISH COUNCIL

The charity will work closely with the Parish Council going forward providing regular updates. While of course recognising one of the prime benefits of the sublease to free the Parish Council to focus on the wider parish needs.

PROPOSAL FOR A SPORTS & COMMUNITY PAVILION

There is a very clear need for a pavilion on the village green to support the current and future sporting activities, and there is also a strong desire from the village to increase the sporting facilities.

We believe the vast majority of the village are in favour of a modest pavilion, which provides suitable changing facilities for football and cricket teams and provides the safety and privacy for the significant female teams now taking part on the village green.



We propose to build the pavilion for the planning permission that already exists. Now that containers have been added to the village green for storage of the tractor and sporting equipment, we can repurpose the storage space from the original drawings to create a pavilion that will meet current legislation.

Fourteen years after the construction of the village green it is very clear the only way to progress a pavilion is to alleviate the Parish Council of responsibility.

PROPOSED MAINTENANCE PLAN AND COSTS

All of the village green for the first time in its history will be properly maintained. Everyone can see that in the past the paths and hedges have been neglected and the fences just about maintained. The only reason the pitches are not in terrible state is the vast volunteer effort the clubs already rightly put into them.

HANDOVER FROM THE PARISH COUNCIL

For the charity to do this it is proposed that the Parish Council brings the village green to a level that becomes the standard at which it must be returned at the end of the lease.

Currently the fences, benches and footpaths are of a poor standard and in need of urgent attention. Accessibility for whole site needs attention and in particular the pedestrian entrance is overdue upgrading. Completing the vehicle entrance is vital to the plans for car parking and more accessible use.



Alternatively, we or the Parish Council could obtain estimates for the work and then the charity will be happy to take over the work based on the estimated obtained and invoice the council.

NO ADDITIONAL RUNNING COSTS FOR THE PARISH COUNCIL

Most importantly, our proposal comes at no additional cost to the Parish Council than they are already paying towards the village green. In fact, we believe the costs to the village will significantly reduce in the future, as the facilities become self-funding.

The £20,000 proposed maintenance from the Parish Council is based on figures from the last 5 years spending and we have predicted this will decrease over the years as independent revenue starts to increase. These figures will cover items in the cashflow such as:

- Rubbish and dog bin emptying
- Fence, gate & path maintenance
- Mowing & planting communal areas
- Tree surveys and works
- Landscaping & nature areas
- Maintenance and installation of picnic benches

SPORTS PITCH MAINTENANCE

The sports pitches will continue to be maintained and paid for by the sports clubs themselves, with no additional cost to the Parish Council. The clubs are committed to raising the quality of the pitches. In origins of the village green project the Parish Council agreed to do basic maintenance like cutting the grass, weedkilling, fertilising etc. in exchange for parishioner use of the pitches for walking or playing ball sports when they were not used by the clubs or undergoing maintenance.



ECOLOGY – NATURE AREAS AND THE POND



The charity is looking to enhance the nature area and make sure the natural light reaching the pond is properly managed. Many residents do not know there is pond on the site let alone enjoy the wildlife there. With careful management more could be made of this feature. As well as the trustees having extensive knowledge of horticulture, they intend to work in partnership with organisations like the Essex Wildlife trust and the Beth Chatto Education Trust.

We would look to the Parish Council to help us find volunteers with a keen interest in these areas to get involved in this part of the project.

Initiatives like 'no mow May' would be continued on the grass banks around the pitches. We have a budget for native wildflower planting along these banks and other appropriate areas.

WHAT NEXT

Having shown we are ready, willing and capable of delivering a much better future for the village green. It is with the Parish Council to grasp the opportunity for the benefit of entire parish.

HOW WE COMMIT TO COMMUNICATING WITH RESIDENTS

The HBOSCC is committed to a process of openness and transparency in all its dealings with the residents of the parish.

In addition to holding regular meetings in an inclusive way, the HBOSCC will communicate with the community in the following ways:

- Via notices posted on the community noticeboards
- Via a regular article in the Parish Magazine
- Via the Charity website and Facebook pages
- Via holding public meetings to discuss matters of significant / high / urgent local importance.

There is sometimes a requirement for a specific consultation exercise to meet the requirements of grant funding for a particular project which will benefit the community.

In such cases the Charity may use targeted consultation methods e.g., survey forms which would be shared in advance with the council and fully compliant with the EU General Data Protection Regulation 2016 as updated by the Data Protection Act 2018 (the UK GDPR).

SUMMARY

The Charity wishes to work proactively and positively with the Parish Council and all residents.

We believe that we have the ideal team, and that now is the perfect time to complete the job for the benefit of the wider community.

FIVE YEAR CASH FLOW BUDGET

FIVE YEAR CASH FLOW BUDGET

OVERALL BUDGET SUMMARY

	Year 1	Year 2	Year 3	Year 4	Year 5
Income	48,840	50,747	84,447	89,380	94,264
Expenditure					
Pavilion	-	-	14,620	15,351	16,119
Outdoor Costs	42,130	43,755	45,679	47,963	50,362
General Costs	5,900	6,195	20,893	21,937	23,034
Total Expenditure	48,030	49,950	81,192	85,252	89,514
Surplus / Deficit	810	798	3,255	4,128	4,750

INCOME

	Year 1	Year 2	Year 3	Year 4	Year 5
Indoor Users					
From Hall Lettings Kung Fu	-	-	400	420	441
New Clubs to the village	-	-	500	525	551
Kids Parties	-	-	1,300	1,365	1,433
Events	-	-	2,000	2,100	2,205
Outdoor Users contribution					
Cricket Club (Based on current expenditure)	6,100	6,405	8,405	9,246	9,708
Youth Football Club (Based on current expenditure less grant)	2,040	2,142	6,320	6,952	9,478
Senior Football club	-	-	4,000	4,400	4,620
Walking Football	600	600	800	840	882
Other Sources					
Parish Council Contribution to Outside maintenance	20,000	19,500	19,000	18,500	17,500
Refreshment sales profit - Teas, coffees, soups, BBQ	2,000	2,500	14,600	16,060	17,666
Fundraising - Charitable activities and events	2,500	3,500	6,500	7,150	7,500
Sponsorship	6,000	6,000	8,000	8,400	8,820
HBO old sports foundation pa	1,000	1,000	1,000	1,000	1,000
Grants (based Pitch Power grant already secured by Youth FC)	7,400	7,500	5,622	5,822	5,200
Donations & legacies	1,200	1,600	6,000	6,600	7,260
Total Income	48,840	50,747	84,447	89,380	94,264

EXPENDITURE

PAVILION COSTS

	Year 1	Year 2	Year 3	Year 4	Year 5
Building Maintenance					
General Maintenance	-	-	1,500	1,575	1,654
Renewables	-	-	500	525	551
Cleaning and Hygiene				-	-
Payment for Cleaning	-	-	7,400	7,770	8,159
Cleaning materials	-	-	250	263	276
Floor Maintenance	-	-		-	-
Toilet Paper, Soap, Hand towels	-	-	1,200	1,260	1,323
First Aid Facilities and supplies	-	-	100	105	110
Window Cleaning & Gardening	-	-	1,400	1,470	1,544
Waste Disposal	-	-	200	210	221
Telephony costs, internet	-	-	1,020	1,071	1,125
H&S Pavilion					
Fire Extinguisher Maintenance & Risk Assessment	-	-	500	525	551
Alarms and Fire alarm maintenance and connection to monitoring	-	-	350	368	386
Electrical testing of portable appliances - volunteers members include electricians	-	-	200	210	221
Total Pavilion Costs	-	-	14,620	15,351	16,119

OUTDOOR COSTS

	Year 1	Year 2	Year 3	Year 4	Year 5
Pitch Maintenance					
Football (increased due to Pitch Power grant)	8,740	8,900	9,345	9,812	10,303
Cricket	6,100	6,200	6,510	6,836	7,177
Grass Cutting	1,920	2,016	2,117	2,223	2,334
Outer surrounds					
Grass Cutting	2,000	2,100	2,205	2,315	2,431
Strimming	1,500	1,575	1,654	1,736	1,823
Roadway and Carpark					
Roadway and Carpark Maintenance	-	-	500	525	551
Roadway and Carpark Renewal fund	-	-	1,000	1,050	1,103
Paths					
Paths Maintenance	2,000	2,100	2,205	2,315	2,431
Pedestrian Entrance	400	420	441	463	486
Path replacement fund	1,200	1,260	1,323	1,389	1,459
Trees					
Annual Tree Survey	700	735	772	810	851
Tree work	2,000	2,100	2,205	2,315	2,431
Fencing					
Fence repair	800	840	882	926	972
Gates	400	420	441	463	486
Fence replacement (15years)	800	840	882	926	972
Litter and Bins					
Emptying Bins	1,710	1,796	1,885	1,980	2,079
Bin repairs	200	210	221	232	243
Landscaping and Nature					
Children's Gardening Project	500	525	551	579	608
Wildflower and naturalising bulb Planting	500	525	551	579	608
Bee friendly areas	500	525	551	579	608

Seating Area					
Bench maintenance	1,600	1,680	1,764	1,852	1,945
Bench replacement	800	840	882	926	972
Toilets					
Portable toilet rent and servicing	1,820	1,911	-	-	-
Pétanque Court					
Pétanque Court Maintenance	400	420	441	463	486
Equipment Maintenance					
Servicing	2,240	2,352	2,470	2,593	2,723
Machinery replacement fund	2,500	2,625	3,000	3,150	3,308
HSE Outside (not included elsewhere)					
ROSPA outdoor checks	800	840	882	926	972
Total Outdoor Costs	42,130	43,755	45,679	47,963	50,362

GENERAL COSTS

Insurances					
Public Liability	700	735	1,200	1,260	1,323
Buildings and Equipment	800	840	3,000	3,150	3,308
Tractor Road Insurance	350	368	386	405	425
Banking and Accountancy					
Bank charges	250	263	276	289	304
Audit costs	500	525	551	579	608
Admin costs	1,000	1,050	6,000	6,300	6,615
Services					
Rates (Community halls usually zero rated)	-	-	500	525	551
Water Rates	400	420	800	840	882
Electricity	300	315	3,000	3,150	3,308
Licences					
Licensing Fees	-	-	180	189	198
Music Licence	-	-	250	263	276
Management Costs					
Locking and Security	100	105	250	263	276
Contingencies	1,500	1,575	4,500	4,725	4,961
Total General Costs	5,900	6,195	20,893	21,937	23,034

ITEMS THE PARISH COUNCIL CONTRIBUTION GOES TOWARD

The Parish Council have a maximum contribution of £20000 goes towards the following costs.

It is our aim to be able to reduce the amount drawn from the Parish Council.

	Year 1	Year 2	Year 3	Year 4	Year 5
Grass Cutting - Pitches	1,920	2,016	2,117	2,223	2,334
Grass Cutting - Surrounds	2,000	2,100	2,205	2,315	2,431
Strimming	1,500	1,575	1,654	1,736	1,823
Paths Maintenance	2,000	2,100	2,205	2,315	2,431
Pedestrian Entrance	400	420	441	463	486
Path replacement fund	1,200	1,260	1,323	1,389	1,459
Annual Tree Survey	700	735	772	810	851
Tree work	2,000	2,100	2,205	2,315	2,431
Fence repair	800	840	882	926	972
Gates repair	400	420	441	463	486
Fence replacement (15years)	800	840	882	926	972
Emptying Bins	1,710	1,796	1,885	1,980	2,079
Bin repairs	200	210	221	232	243
Landscaping and Nature	1,500	1,500	1,500	1,500	1,500
Bench maintenance	1,600	1,680	1,764	1,852	1,945
Bench replacement	800	840	882	926	972
Pétanque Court Maintenance	400	420	441	463	486
Servicing	2,240	2,352	2,470	2,593	2,723
Machinery replacement fund	2,500	2,625	3,000	3,150	3,308
ROSPA outdoor checks	800	840	882	926	972
Tractor Road Insurance	350	368	386	405	425
Total	25,820	27,036	28,557	29,909	31,330

APPLYING FOR PHYSICAL ACTIVITY AND SPORT FACILITIES FUNDING



Applying for physical activity and sport facilities funding

Resources to help you with your funding

We provide a range of resources to help you find, apply, secure and sustain funding for physical activity and sport in London. Some of these are in the form of written bitesize guides, to help you with a specific stage in the funding process. When using this guide 'From idea to funding application,' you may also want to use it alongside any or all the following resources:

- [Finding funding for your physical activity project](#)
- [From idea to funding application](#)
- [The Do's and Don'ts when writing a funding application](#)
- [Writing a funding bid – top tips](#)
- [Developing a strong evidence base to support your funding application](#)
- [Applying for facilities funding](#)
- [Securing sponsorship](#)
- [Funding guide for individuals](#)

What's the opportunity?

Any organisation that is providing, or wants to provide, community facilities for physical activity and sport could gain funding for the development of those facilities, whether that be something entirely new or a refurbishment.

If you are considering applying for public, lottery and trust funding, this document provides some guidance.

What could my organisation receive?

Facilities projects can be expensive, but equally can provide huge benefits for local communities. It is not uncommon for very large grant awards to be made, though funders will rarely wish to be the sole funder. Key funders of facility projects include Sport England¹, the Greater London Authority (GLA), the London Marathon Trust (LMCT) and Local Authorities. Larger projects can receive hundreds of thousands of pounds if the benefits of the investment make it worthwhile.

¹ Sport England's Inspired Facilities Programme alone provided funding to 140 London facilities projects, with total investment of £7.5 million (Dec 2017)



What do I need to think about?

A lot! This is a complex area, but to make it easier you might want to think in terms of practicalities and technicalities. To achieve success in fundraising, we have highlighted below our practical and technical recommendations.

Practical recommendations

1. Establish the need and solution first

Start from what is needed on your potential project, rather than using a particular funder's criteria to determine what you do. Establish a clear project concept answering the following questions: What is needed? For whom? Where? When? How?

2. Clearly prove your need

Funders don't want to support a white elephant. If you have an idea for a facilities project then you will need to prove it is 'needed' by the local community that you serve. Evidence should be collated through robust market research with future customers. For ideas on how, see the guide [Developing a strong evidence base to support your funding application](#)

Speak to your local community

The more you place the community at the heart of your development and let them help shape your project, the better it is likely to be, and the easier it will be to apply for funding. Strong community involvement improves viability, making success more likely.

3. Consider that the larger the project, the more challenging fundraising will be

No funder is likely to fund a larger facilities project in isolation. It is much more likely that you will need to apply to several different funders, all of whom will have different timelines, processes and criteria.

4. Be realistic about timeframes and a project development budget from the outset

Most projects drastically underestimate the time it takes for a facilities project to come to fruition. For projects that require significant evidence gathering, approaching multiple funders, and securing planning permission, it is not uncommon for the project to last two to three years. It is important to recognise that you need to fundraise for the development of the project many months, sometimes years before you receive a grant. [Crowd funding](#) is a great way to raise money for these early stages and will also help verify your project amongst your target audience.



5. You are likely to need to have some funding that you can contribute

Funders usually have a requirement for 'match funding', which means that they are unlikely to fund the entire project themselves. Fundraising will be more challenging if your organisation has nothing at all to contribute financially. As a rule of thumb, consider whether you as an organisation will be able to contribute between a quarter and a third of the estimated project cost. If you have no budget at all then you could consider alternative fundraising strategies for establishing your potential contribution – see the guide [Securing sponsorship](#)

6. Achieve value for money

Remember that the cost of building in London is extremely high, and funders will want to see value for money for each £1 they invest. Finding the best value should therefore be a priority, both in terms of the design proposals, and the contractors you use. Sport England's website has excellent guidelines on recommended design approaches for a vast range of facilities.

7. Produce a business plan early in the process

Any new community facilities will require maintenance, management and eventually renewal. Funders will need to be assured that you have a realistic and sustainable plan to manage these facilities. It is in nobody's interests to develop a great facility that closes within a few years as it cannot be maintained and managed.

Technical considerations

1. The greater the security of tenure, the more funding you could access

Like all funders, those offering capital opportunities want to see maximum benefit from their investment. For facilities, this means the security of tenure, i.e. the rights for you to use the building for the purposes proposed, is crucial. If you own the land for your project then you are in a strong position, but if you have a lease then the rule of thumb is that the longer the lease the more funding you are likely to be able to receive. Some funders even state clearly the lease length needed for their grant thresholds. A typical lease length for a major grant over £100,000k can be 20 years+.

2. If the applicant organisation is a private company, your funding options will be more restricted

A significant proportion of charitable trusts will only fund registered charities and community groups. There are exceptions, for example Sport England and the Football Foundation, however even in those examples projects that are first and foremost about financial gain will not be funded.



3. You are likely to have to develop basic plans and outline costs without receiving any funding

Most funders will require that you have undertaken some basic feasibility work and have some initial costs (and ideally have some designs and floor plans) in advance of applying. This means that you are likely to have to bring in professional consultants from an early stage. For larger projects, sometimes architects will provide a pro-bono service to provide some very basic plans in return for a guaranteed commission. There are some grants available for feasibility studies and [crowd funding](#) has also been used to raise money for feasibility studies.

4. The earlier you can secure planning permission the better

If you require planning permission, it is best to secure it sooner rather than later in the project. Providing funding to a project that has not secured planning permission is a significant risk to a funder, even if a lot of community engagement has taken place. As such, any project application is strengthened if it is in place at first application stage, and the majority require it before a final award.

Further information and contacts

For further support from London Sport, contact funding@london sport.org.

For further information, the Sport England web pages on facilities are a very useful source of information. [Facilities and planning | Sport England](#).

SAPCA, the Sports and Play Construction Association, offers free technical support, and provides lists of approved contractors for common facilities. <http://www.sapca.org.uk/home>

Club matters <https://www.sportenglandclubmatters.com/>

Case Study

In 2015 London Sport worked with Streatham Youth and Community Trust (SYCT), a small community organisation based in a deprived part of Lambeth in South London, to gain funding to improve their Conyers Road facility. SYCT secured £156,000 in funding that would bring in a whole new adult audience whilst at the same time improving the facility for the young people that were already users. The two core funders were Sport England, through their Inspired Facilities Fund programme, and London Marathon Charitable Trust.

Angie Foran, Director, said: *"I was desperate to improve the facility and started thinking about seeking capital funding for the refurbishments. I had a few meetings with London Sport, which helped me to establish a focus for the refurbishment."*

Key to the project achieving significant funding was:

- A long lease on a well-established community facility, minimising the risk for investors.



- Clear evidence of a need – a limited sporting offer but with a user base of young people who wanted to do more activity but couldn't due to facility constraints. This was supplemented with evidence of what the local adult community would want, and a commitment to try to meet this during the day when the centre is largely un-used.
- Clear sustainability and business strategy – a business plan was developed to understand how much income would be needed from the adult offer to maintain a daytime offer. This made the project sustainable whilst also opening up the facility to a new audience. This proved its viability.

Search for available funding

This free online funding search tool is available for you to search for the latest funding available to you.

Search for funding now – [Welcome | My Funding Central](#)

Explore physical activity and sport data and insight to support your funding application

Our free online insight and data tool is available for you to explore the latest physical activity and sport data and insight in London to support your funding applications.

[Explore insight and data now](#)

Any questions?

We hope you found this guide useful and best of luck with your funding application. For any questions related to this guide or about our funding support, please contact us below.

funding@londonsport.org

0203 848 4360

Updated: March 2022

SPORTS ENGLAND FUNDING GUIDELINES FOR LOTTERY FUNDING

Protecting Playing Fields Round 8

Frequently Asked Questions

General funding FAQs are available on the main funding pages of the Sport England website. These apply to all our funding programmes and cover common questions, such as 'who can apply for funding' and 'what is additionality'.

Below are programme specific FAQs:

1. Do we have to own the playing field or site?

For all pitch improvement projects, the application must be submitted by the organisation that holds legal ownership (Security of Tenure) by way of a freehold title or a long-term leasehold interest of at least 25 years (from the date of the award).

Freehold title must be evidenced by providing:

- If the land is registered – 'Office Copy Entries' from the Land Registry, showing the freehold title registered in the name of the applicant organisation; or
- If the land is unregistered – A conveyance of the land

Leasehold: If you have a lease you should provide a complete copy of the lease and any variations. Leasehold title will be shown in the 'Office Copy Entries' from the Land Registry.

Sometimes clauses contain what are known as 'break clauses' which allow either the landlord or tenant to terminate the lease for an agreed reason. You will need to agree with your landlord to remove these rights by removing the clauses.

Please be aware a licence does not provide sufficient security of tenure for this programme.

If the applicant body is different from that shown on either the title entries or the lease, you must provide evidence that the lease has been transferred to the applicant organisation. In all instances your bank statement, financial accounts and governing document should be in the same name as your title entries or lease.

If you do not have Security of Tenure over the site please advise us in your application of the current state of your negotiations with the landowner and when you expect to complete the lease or purchase.

2. We are a club that plays on a pitch owned by another organisation – can we apply?

In these cases the applicant would have to be the land owner, such as the local authority or parish council. However, the club could apply in their own right if the land can be transferred or leased to the club for a minimum of 25 years.

3. What is required to make an application for the purchase of land for playing field provision and what else do I need?

Applications for land purchases should include a site plan clearly showing the location and boundaries of the property to be purchased and the means of access to the site. An 'in principle' by way of a draft Heads of Terms agreement should ideally be in place between the applicant and current landowner.

Sport England will only fund a land purchase where the land in question either:

- Already has planning permission for use as a playing field; or
- Planning permission for a change of use to a playing field has been granted or will be granted before any payments are made. As such, your purchase would be conditional on achieving the planning permission.

We will need to ensure that the price you are paying for the land is the current market rate. We will use an independent valuer to undertake a valuation of the land or review your existing valuation if you have one. Applicants should note that where the independent valuation is more or less than the agreed purchase price, it is Sport England's absolute discretion whether to fund the project.

4. Can we apply for a project for junior pitches?

Yes, however, the pitches should be used, at least partly, by adults and/or young people aged 14 and over. Pitches only used for players aged under 14 will be a low priority in this programme.

5. What do you mean by 'pitch improvement'?

Pitch improvements under this programme will normally include levelling and/or drainage. Further details of the type of works and indicative costs are provided in the Cost Sheets in the documents section of the programme's webpages.

Projects to carry out enhanced maintenance, without any drainage or levelling work, on an existing pitch will not be supported.

6. Can we apply for funding for grounds maintenance equipment in the application?

No. Funding from this programme cannot be used for equipment purchase. Any requests for new (not replacement) grounds maintenance equipment can be made through Sport England's Small Grants programme for up to £10,000.

7. What partnership funding is accepted?

Potential sources of partnership funding include your own funds, funding from partner organisations, other grants, sponsorship and some non-cash (in kind) contributions.

Football Foundation funding is eligible but only where it is towards multi-pitch projects with at least one other cash partner confirmed. This is because Sport England part-funds this organisation and the inclusion of a contribution from at least one other party helps to satisfy Lottery regulations regarding additionality.

8. How is an in kind contribution defined?

In kind contributions take the form of goods and/or services provided free of charge where they would otherwise have to be paid for as part of the project budget.

Examples of in kind support for this programme are:

- Land – given free of charge or at a discounted value
- Legal fees delivered by pro bono (free of charge) works
- Top soil (to a specification suitable for the works) and fertilizer

Applicants are requested to provide details and/or evidence of confirmed funding.

9. Where can I find out if my Local Authority has a published Playing Pitch Strategy (PPS) or relevant Local Development Plan?

Your local authority leisure and/or planning departments should be able to tell you whether they have an adopted Playing Pitch Strategy or other relevant form of Local Plan or Local Needs Assessment in place.

Sport England also maintains a list of coverage of Playing Pitch Strategies across the country. This list can be viewed on our website on the [programme's funding pages](#).

Please submit copies of any documents with the relevant sections being highlighted which support your application. Any documents uploaded to the application should be referenced in the main body of the application.

If you are a local authority and you do not have a Playing Pitch Strategy, or the one you have is more than 3 years old, you will need to develop or review and refresh the PPS using the Framework Agreement procured by Sport England before we will fund your project.

10. How long will the funding agreement with Sport England last?

The length of the funding agreement will be for 25 years. In line with this, before works start on site, you will need to provide Sport England with grant security.

11. Why do we take grant security on this funding programme?

The main aim of this programme, as the name suggests, is to protect playing fields for community use for at least 25 years. Grant security is the legal process we use to achieve this.

12. What are the requirements regarding grant security?

Sport England will require a Legal Charge over the land as a form of security over the investment in your project. We will take a fixed charge on either the freehold or leasehold interest.

If for any legal reason you are unable to provide a Legal Charge, Sport England will take a Restriction of Title. This will usually only apply to local authorities.

All charges over the land and restrictions on title must be registered at the Land Registry and, where relevant, at Companies House. The grant security process will be deemed complete when a copy of the registration is received by Sport England and then work on site can commence.

Sport England can contribute up to £1,000 towards legal fees to provide grant security, if it is included in your project budget in the application. The legal fees associated with this work may cost more and you will need to fund the difference.

13. What does 'in perpetuity' mean?

'In perpetuity' in this context relates to creating an interest in the land and protecting that land from future development for all time. Sport England is working with Fields in Trust to protect playing fields. Further detailed information is available in the Long Term Protection Guidance on the programme's pages on our [website](#).

Projects that are willing and able to protect their land in perpetuity will be considered a higher priority in this funding programme.

14. Who has the final sign-off for the design specifications and pitch works?

Sport England and its turf specialists will make technical recommendations on projects and agree the final specification with the applicant based on a detailed feasibility report.

The turf specialist will oversee the work of the contractors and conduct regular site meetings and monitoring exercises to ensure the work is satisfactory and meets Sport England Performance Quality Standards before signing off their work.

15. Do we need a feasibility study before applying?

No. A turf specialist will carry out a survey once a conditional award offer is accepted. However if you have recently undertaken a survey on areas relevant to the project, this will assist with the assessment of the application assuming it was undertaken in the last three years by a suitably qualified person or company.

Please submit any recent technical assessments or feasibility studies with the application and make references in the main body of the application.

16. Do we have to obtain planning permission for pitch improvement works?

Not at the application stage. If your project does require planning permission, this will be dealt with at the feasibility stage.

17. What do you mean by 'local assessment of need'?

A local assessment of need can be used to provide evidence of why there is a deficiency in terms of quantity, quality and/or accessibility of community playing pitch provision in the local area. This can include data, letters of support, photographs.

18. What is Asset Transfer?

Asset transfer is 'passing ownership or management of a building or piece of land from a public sector body to a third sector'. Further information about asset transfer for community sport can be found on the **[Sport England website](#)**.

Applications where an asset transfer is taking place will be a high priority project for this programme.

19. We have been trying to protect a local playing field for some time against a local housing developer. We are a small group of concerned residents – can we apply under this programme to buy the land and thereby protect this playing field?

An application could be made for funding from this programme to assist in buying the land. For further information on the steps you need to take, please contact the funding helpline on 03458 508 508.

20. We need a playing field improvement and we need to extend our current changing rooms. Can we apply for both items?

This programme can only fund the protection and improvement of playing fields. We recommend that you apply to the Inspired Facilities programme for the changing room works.

21. If we are offered an Award, what is the role of the Turf Specialist?

Your turf specialist will support you through the feasibility, design, construction and post-construction phases of your project. We hope that this will greatly reduce the administrative burden on projects and your project will benefit from the turf specialist's technical expertise.

After you return the Acceptance Form the turf specialist will progress the project through the following stages:

- Site investigation and preparation of Feasibility Report
- Preparation of design and tender documents
- Tender process and appointment of a preferred contractor
- Pre-contract meeting with applicant, preferred contractor and turf specialist
- Construction phase – includes regular site meetings and monitoring of work.
- Initial Maintenance Period – up to 12 months of checks and visits
- Project Completion

22. When will we be able to use the pitches?

This will be highly dependent on the nature of the works undertaken, the weather conditions that prevail during the construction works and the growing-in period which can last up to 12 months.

You should plan for the pitch being out of commission for a full season, including sourcing and covering the cost of alternative provision if required.

The construction or improvement of natural turf sports pitches involves earthworks ranging from installation of drainage, through to major earthmoving operations. To achieve the best possible results from the project, it is critical that all work is carried out when soil is relatively dry condition, otherwise there is a significant risk of damaging soil structure and leaving the pitch in a state which will have long term detrimental effects. The window of opportunity to carry out pitch works to a playing field is therefore generally limited to a period from late spring through to early autumn.

The pitch(es) will be inspected regularly and play/use shall recommence upon approval from the turf specialist. Advice will be provided in the feasibility visit and report.

23. Can we select our own turf specialist to manage and oversee the pitch works?

We recommend that you use a Sport England turf specialist to manage and oversee your pitch works. The turf specialists have been chosen for our Framework following a robust tender process and their fees are market tested.

However, if you have a suitably qualified, experienced and independent alternative you should include details of this person and their CV in your application. For Sport England to approve an alternative you will need to demonstrate how your proposal meets the Selection Criteria and Schedule of Services in Appendices 1 and 2 in the **Natural Turf for Sport Design Guidance Note**.

We will review your request and inform you of the decision should you receive an award. Due to the complex nature of pitch works and high standards expected, we will not always be able to approve your request. If you choose to continue with an unapproved company we are likely to withdraw our Award.

24. Can we choose a contractor to carry out the pitch works?

All pitch works must be procured through a tender process undertaken by the turf specialist based on a detailed design and specification based on the approved feasibility report.

A turf specialist appointed by Sport England will select a number of recommended pitch work contractors (at least three) from our list of recommended contractors to be invited to tender using a set of criteria, including geographic proximity. If you would like a contractor to be included on the tender list you should speak to your turf specialist or grant manager.

If you are not using a Sport England turf specialist your approved turf specialist will need to consider the appropriateness of the contractor you are recommending and decide if they meet their criteria to be invited to tender.

25. Can we carry out the initial maintenance work ourselves after the pitch works are completed?

Normally the initial maintenance will need to be carried out by contractors because of its specialist nature. However, there is some work that is more suitable for in-house or voluntary work, such as mowing. If you have a suitable alternative for the initial maintenance work that meets the tender specification, this can be considered at the feasibility stage. Your proposal will also need to take into account the impact on the responsibilities of the contractor and liability over the pitch works.

26. We are able to recover the VAT on our project expenditure but in doing so this will cause us cashflow difficulties due to the lag between paying and reclaiming the VAT. Can you help?

No. We are unable to provide a 'loan' so you must have sufficient funds to cover your VAT liabilities. As the award holder, you will be responsible for planning and managing the cashflow on your project expenditure which should take into account any delays when recovering VAT.

27. As a school or education establishment, do we need to open up our facilities to the wider community?

Yes. We will want to ensure that any pitches funded through this programme will be open to the wider community. A Community Use Agreement will be a condition of any award to ensure the facility is available for community use for a minimum of weekend use.

28. Is there any other support available to us?

Yes. Sport England provides free business skills training and support for those involved in the running of clubs through the Club Matters programme. The programme aims to create robust, economically sustainable and enterprising clubs. If you need additional business skills within your club to help you with your project or with running the club, log on to the website www.sportenglandclubmatters.com