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METHOD STATEMENT

Tooting Triangle Tender

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Our Philosophy

It all started on a chilly Saturday in Yorkshire when I was 9 years old.

I'd just finished playing for my school team and I headed down to the local park with some mates.

We arrived at the park and there in the distance were 6 massive football pitches with big goalposts and even more exciting something we'd only seen on TV NETS!

So we sprinted over to the nets and smashed the ball in to the back of the net, what a thrill seeing the net bulge and then recoiling, arm in the air and my index finger pointing to the sky in celebration (just like Alan Clarke on Match of the Day).

Then, all of a sudden, we hear a shout "Oi, get off of that pitch!" and a man in a donkey jacket is running our way.

So we all leg it as fast as we can in to the woods and then sneak back on at half-time, while they are distracted eating their oranges, to re-live some more of our goal scoring dreams.

The full time whistle goes and we can get our last 5 minutes of fantasy football before the groundsman comes along and takes the nets away..... and the goals don't seem special anymore, so we wander off in the twilight for our tea.

When summer arrives the groundsman takes the goals down for the whole summer and begins marking out a little pitch on the grass, with little goals and shiny white nets.

Perfect for us, we think.

So we run on to the pitch and try out a few moves and dribbles. But, before long an irate groundsman comes running up to us and tells us to 'Get out of here'.

'But, the goals are the perfect size for us'

'No laddy, they're for the grown ups, off you go'

So we reluctantly wander off and throw our jumpers on the ground waiting for a chance to sneak back on and score the winner in the Cup Final!

We have based our philosophy at rocks lane on those feelings, desires, hopes and dreams of that 9 year old boy.

So you can Play, Learn, Compete and Have Fun at all of our centres whenever you feel like it and I promise that no irate parky will chase you off when you're about to win the Cup!

1. Facilities Management

1.1 COMMUNITY ENGAGEMENT AND OUTREACH

Rocks Lane are committed to providing open access community facilities and have a proven track record of sustainable outreach programmes across all areas of the community.

We aim to deliver three important elements to community engagement that ensures the sustainability and effectiveness of outreach work. They are key principles of Rocks Lane as a company and as such are proposed in relation to this site:

- 1) An exit route / pathway for individuals to continue in sport recreationally once outreach programmes finish;
- 2) Provide opportunity for, and development of, local individuals interested in working in sport;
- 3) A performance pathway for talented individuals.

1.1.1 Schools Outreach

A comprehensive outreach programme will be set up to target all schools within the borough. Every school within the local authority will be entitled to free use of facilities and free equipment hire during term time hours: 9am – 3pm weekdays. Uptake of the offer will be encouraged through regular newsletters to schools and delivery of taster sessions for each individual school.

All coaches will be contractually bound to deliver a minimum of 3 hours of schools coaching either on site or on school grounds. As well as free facility use, state schools will receive discounted rates for coach led activities.

A schools competition network will be developed with the Tooting Triangle site as a hub for delivery. We will work alongside Schools Games Organisers to host and deliver a range of annual schools competitions at the centre as well as facilitate and host inter-school competition at local level. We have experience in running Competition Organisers Courses' training local school children in the skills required to organise and run competition which they assist in delivering events on the day. (Rocks Lane – Bishops Park hosts the Hammersmith and Fulham Schools Tennis annually. 20 local primary schools competed in June 2015 and 15 pupils from Lady Margaret's School qualified in Tennis Leaders and helped run the event.)

1.1.2 Youth Groups

An appraisal of local youth groups within the area will be followed by meetings with each Youth Group leader to ascertain what ages / activities are most suitable and, critically, ensure their support in promoting sessions. Opportunities for volunteers from local youth groups will be provided to work alongside or even instead of professionally employed coaches to encourage sustainability of sessions.

We will target local youth groups and set up dedicated activities for their members to attend at discounted rates for the following ages: 11 – 14 years and 15 – 19 years. We have previously run Friday evening and Saturday afternoon drop in sessions which have proven extremely popular and will be replicated on the Tooting Triangle site.

1.1.3 Sports Clubs

Open access will be provided for sports clubs to hire the facilities on a termly (seasonal) basis. A direct link and regular meetings will be set up with sports clubs in the local area to provide performance routes for talented individuals as recommended by coaches.

1.1.4 Disability Groups

Based on previous experience, contact will be made with local disability schools and disability partnerships. Specific programme opportunities will be included and trained staff will deliver inclusive sessions. Decision on the format and specific activities provided will be led through discussions with the key groups and to suit the local requirements and needs.

1.1.5 Community Award - Facility Accreditation

Beacon Status – Community Award (Tennis)

Evidence of Rocks Lane's work in the community can be seen in the award of Beacon Status for Bishops Park Tennis Centre after 6 months of operation. The award recognises the inclusive nature of the sports programme as well as the provision of free and affordable sessions and accessibility of the site for everyone to use. We will deliver the same principles on the Tooting Triangle site and explore opportunities for relevant community accreditation.

1.1.6 Sports Partners – Participation Groups

We will work in partnership with; *County Sports Partnerships, Mayor of London, Charities, Local Authority Sports Development Departments, Sport England*)

A dedicated member of staff will be responsible for working with the partners listed above to drive development and participation linked with the centre. In particular, we will work closely with the CSP to set up Satellite Club initiatives, targeting key inactive groups (see 1.3.5) and delivering sessions to increase participation and in coordination with use of the site.

We have a proven track record of working alongside national governing bodies and sporting partners to successfully deliver sporting initiatives; FreeSport, Tennis Tuesday's, charity events. Appendix 1 provides evidence of our most recent partnership programmes.

1.2 BOOKING MANAGEMENT

1.2.1 Online Bookings

Online booking of services will be made available for registered customers for; courts, competitions, programme renewals. However, we do recommend that new customers speak to a member of the office staff so that we can provide appropriate advice and specific guidance relating to their individual requirements.

1.2.2 Telephone Booking Service

Telephone lines will be open and manned with office staff between the following times:

Table 1.2.2 – Telephone Opening and Closing Times

Week Day	Open	Closed
Monday – Thursday	8am	9pm
Fridays	8am	9pm
Saturday & Sunday	8am	8pm

Outside of these hours the telephone message system will be in place to receive any out of hours messages. Messages will be responded to immediately upon receipt where possible and if not then contact will be made with the customer a holding email to let them know the message has been received and is being dealt with.

1.2.3 Cancellation Policies

The company wide 48 hour cancellation policy for all court bookings and lessons will be applied. If customers cancel within this specified time period they will be charged for their booking. They will not be charged if one of the following situations occurs;

- 1) The booking / lesson is re-booked by another customer
- 2) The customer is able to re-book the coach within one week of the lesson cancellation.
(Applicable to Coach-Led Sessions Only)

In the case of cancellations due to adverse weather conditions, (snow or rain), the customer is able to cancel their booking without charge if they so wish and/or in discussion with their coach.

To provide transparency the booking policy will be detailed in all booking confirmation emails, it will be displayed as a permanent fixture on notice boards (Example Appendix 2) and also displayed on the relevant areas of the website.

1.3 PROGRAMME OF ACTIVITIES

1.3.1 Coaching Programme

The site will run as a multi-sport centre with the outdoor pitches catering for the following sports in various formats;

- Football
- Tennis
- Netball
- Cricket
- Uni-Hoc
- Multi-Games Sessions

The clubhouse will also host a number of indoor activities including:

- Mini activities – tumble tots, martial arts, monkey music, mini co-ordinator activities, mini yoga to name but a few. Pre-school, after school and holiday activity classes.
- Children’s parties
- Adult activities including yoga, Pilates and aerobics.

Representation of the range and variety of activities proposed can be seen through the extensive programmes currently being run at the other Rocks Lane centres. Appendix 40 provides evidence of the various sports programmes and additional services on offer at each venue.

Each of these programmes have been fully accredited by the national governing bodies (FA – Charter Standard recognising the quality

Activities and classes are extremely popular and continue to grow at each venue. As emphasised in “Our Philosophy” our aim is to maximise participation across all ages and levels of each sport. Evidence of the participation figures on these programmes is provided in Appendix 38.

1.3.2 Age Range – Customer Demographic

We will run a programme of sporting activities from 3 years of age up to and including adults and veterans. Run by qualified and accredited coaches, these sessions will run on a termly basis for regular participants as well as holiday classes and drop in sessions.

The centre will be fully inclusive and accessible to all and we have an established company “Equality and Diversity” policy to ensure sessions and facilities are accessible regardless of gender, ethnicity or. See the Equality and Diversity Policy in the Appendix 3.

1.3.3 Competition Programme

Alongside the coaching programme and to compliment and reinforce the lessons we will run competitions and leagues for each of the respective sports. These are listed in table 1.3.3 below in their varying formats and age groups.

[Table 1.3.3 – Proposed Competition Delivery and Formats]

Sport	Age Range	Competition	Regularity
Netball	7 – 14 Years	High Fives Junior Netball League (5 aside)	Termly (3 x Per Year)
Netball	15 – 18 Years	Junior Netball League (7 aside)	Termly (3 x Per Year)
Netball	18 Years – Adult	Adult Netball Leagues (7 aside)	10 Week Leagues (4 x Per Year)
Football	5 – 16 Years	Friday Night Fives League (5 aside)	Termly (3 x Per Year)
Football	17 Years – Adult	Adult Football League (5 aside and 7 aside)	10 Week Leagues 4 x Per Year)
Football	5 – 18 Years	Knockout Junior Tournaments	Day Events (5 x Per Year)

Tennis	8 – 18 Years	LTA Sanctioned Junior Tournaments	Once a Month
Tennis	8 Years – Adult	Internal Club Tournaments	Bi-annually
Tennis	Adult	LTA Sanctioned Adult Tournaments	3 x Per Year
Cricket	10 – 16 Years	Junior Quick Cricket League	12 Week League (Summer Term)

We propose this competition programme based upon experience, popularity and past success of delivering each competition format at our other centres. All competitions are managed by an individual member of staff with the responsibility for results processing, officials / umpires, event management, team communications. Regulating standards and dealing with customer issues.

We ensure all competitions are officiated by qualified referees and umpires. We also encourage junior members to assist in the organisation and junior officiating roles.

1.3.4 Social Participation

We will encourage social play / informal use of the centre facilities offering programmes based upon customer feedback and requirements. We have successful examples at other centres; Monday Evening Social Tennis – (Bishops Park), Spare Football Player System “Ringer” – (Chiswick and Barnes Sites).

1.3.5 Target Participation Groups

We will work in partnership with the Local Authority and sporting bodies to deliver programmes for the following groups;

Previously Inactive, 14 – 25 year olds, Girls, Women, Ethnic Minorities, Disability Groups

Example of target based participation initiatives we have previously run and propose to replicate at the Tooting Triangle site are provided in Appendix 1 and include information on our; Satellite Club, Mayor of London Freesport programme, Tennis Tuesdays (This Girl Can).

1.4 CUSTOMER SERVICE LEVEL

1.4.1 Customer Service Philosophy

Rocks Lane has over 20 years’ experience managing and developing sports facilities for local communities. We believe our success is due to commitment to consistent standards of customer care excellence. This is not something we believe can be managed remotely or by chance, but by a prescribed and proven formula that details our commitment to the business principles of customer care excellence. Our customer care policy is rigorously trained amongst our dedicated team and there are processes for monitoring and maintaining our high customer service performance levels.

Rocks Lane policy of customer care excellence is guided by the disciplines and principles behind internationally recognised customer service standards as set out by ISO BS10001. Our current customers comment on the quality of customer care management and the extra mile we go to ensure all users of our facilities have an excellent experience. Our reputation for customer care is central to our business and is widely praised and acknowledged.

1.4.2 Customer Care Programme

Our Customer Care Programme is based upon the following values:

Customer Care Values:

- Professional, courteous and prompt service
- Competent and well-trained staff
- Attention to detail
- Fair prices for quality products and services
- Open channels of communication and feedback

Customers have the right to;

- Our full and undivided attention when they choose our facilities
- Appreciation for their continued custom

Our Customer Care Programme is managed, maintained and reviewed in the following ways;

- We involve customers and staff in developing the standards
- Ensure all standards link to company goals
- Check them back against our survey findings
- Make all standards achievable and easy to understand
- State standards clearly and document them
- Give all standards and the programme the support of all our management team
- Communicate standards clearly to all involved on an ongoing basis.

We will undertake the following procedures to ensure the continuous improvement in customer care and increased levels of customer satisfaction;

- Involve the whole of our team in setting service standards
- Include the personal dimensions of our customer service in the standards such as appearance, body language, tone of voice, tact, advice given, problem solving approach used and attentiveness
- Deliver a personalised service wherever possible. Train staff to use the customers name in all communications with them
- Train all employees in communication skills and to handle customer complaints positively. Complaints, comments and suggestions should be easy to communicate and should be considered opportunities to keep a customer by changing something to improve customer service.
- Rate the behaviour of our customer service staff in each of the above areas and give training where appropriate
- Develop a culture in which deviation from the standards becomes unacceptable
- Review standards on a systematic basis to make sure they are still relevant and appropriate

- Add new standards as necessary with the full approval of all staff involved in delivery
- Produce service standards that are clear, concise, measurable and achievable.

1.4.3 Training Provision for staff

Internal training will take place for all staff and will be undertaken by our Centre Manager who will have previous experience of our existing customer care programmes at our other centres. New staff members will receive training prior to the facility opening (see Training & Development Section 3.5). Customer Service Delivery is included in its own right as part of the Training Manual see Appendix 4.

External training opportunities will be communicated to or staff via the centre manager. These opportunities will complement existing qualifications and help to further our staffs' customer service knowledge. The resources available to staff on line will be provided by the Learn Direct website and the Institute of Customer Service website. Part-time and evening studies at local colleges (NVQ's) and universities (degree level) will be made available to staff if their preference for learning is face to face.

Our staff will also be made aware of the following Business Link resources:

- Investors in People
- Train to Gain
- National Skills Academies
- Apprenticeships
- London Mayors Olympic Legacy Fund

1.4.4 Customer Feedback, Review & Complaints Policy

There are a number of ways customers are able to comment on services and a major method is communication with office staff or the coaching team. Specific processes are in place for this feedback to be recorded, up-scaled and discussed and appropriate action taken.

In addition to the day to day staff feedback channels (staff meetings, emails, face-to-face contact), we will provide various formal opportunities for customer feedback and review.

Customer Feedback Form – On display at our centres. An example is provided as evidence in Appendix 6. Once completed these comments are responded to directly and followed up within 24 hours and reviewed at the next weekly management meeting.

Parent / Customer Forum – occurring on an annual basis. Open to all customers and members of the public. Neighbouring residents of centres are also invited to attend. There will normally be current topics for discussion as well as the following areas which are regularly included on the agenda:

- Quality of service – off and on court; including a variety of sessions offered in the sports programme, timing of sessions, value for money
- Accuracy of service
- Promptness of response enquires
- Satisfaction with facilities; availability, access, quality of court surfaces , lighting levels, nets, surrounds, clubhouse

- Staffing levels, attitude and behaviour.
- Complaint handling

Over-arching these formal feedback channels we have supporting company policies. **Feedback Policy** Appendix 5, **Equality and Diversity Policy** - Appendix 2 and **Complaints Policy** Appendix 7 which form part of staff training to ensure that customer satisfaction is central to the service delivery provided.

We will also carry out staff satisfaction surveys to identify issues that are important to our staff. This works on the principle that happy staff make happy customers.

External and independent assessment of Rocks Lane customer service is carried out by mystery visits and an annual one day visit by assessors of the Quality Award Accreditation service Quest.

1.4.5 Hours Of Operation

The centre will be open all year round with the exception of the following three Bank Holidays when it will be closed: 1st January, 25th December and 26th December. These facilities will be open a total of 362 days per year.

There will be reduced hours of operation during the other (6) Bank Holidays (Good Friday, Easter Monday, Early May, Spring and Summer). These reduced hours are set below

The hours of operation are set out below. There will be no seasonal variation in these opening hours. The office hours / telephone lines will be open prior to bookings beginning and ending ensuring optimum service delivery.

Day	Office Open	First Booking	Closed / Floodlights off	Office Closed
Monday – Thursday	7:30am	8am	9pm	9:30pm
Friday	7:30am	8am	9pm	9:30pm
Saturday & Sunday	7:30am	9am	8pm	8:30pm
Bank Holidays	9:30am	10am	8pm	8:30pm
1/1, 25/12 & 26/12	CLOSED	CLOSED	CLOSED	CLOSED

1.4.6 Fees and Charges

The pricing structure proposed is based upon our market-led knowledge and experience in other centres.

We propose a range of free opportunities and discounted sessions which are available to juniors and concessions (Over 60's, unemployed, students). We will also actively participate in the borough wide "WAND card" for provision of free and discounted services for these members.

The following charges will be applied for the first year of the concession period:

Table 1.4.6 Proposed Fees and Charges (Groups and Bookings)

Sport	Activity	Age (Years)	Individual	Team
FOOTBALL	Coaching	3-6	£9.00	
	Coaching	8-18	£10.00	
	Junior Leagues (Per Team)	3-18		£42.00
	Adult Leagues (Per Team)	Adult		£42.00
TENNIS	Coaching	3-4	£9.50	
	Coaching	5-6	£10.00	
	Tournament Entry Fees	All	£10-£15	
	Adult Leagues	Adult	£12.00	
NETBALL	Coaching	3-6	£9.00	
	Coaching	8-18	£10.00	
	Junior Leagues (Per Team)	3-18		£42.00
	Adult Leagues (Per Team)	Adult		£42.00
COURT / PITCH BOOKINGS	Pitch / Court Bookings (Off Peak*) On Junior Programme	Junior	<i>Free</i>	
	Junior Casual Bookings	Junior	£2.00	
	Junior Tennis Court Bookings (Peak)	Junior	£5.00	
	Adult Tennis Court Bookings (Peak)	All	£10.00	
	State School Pitch Bookings	All	<i>Free</i>	
	Loyalty Scheme Membership	Junior (Conc's) Adult	£20 £40	
	Pitch Bookings (Off Peak*)	All	£32.00 p/h	
	Pitch Bookings (Peak)	All	£63.00 p/h	
	Equipment Hire	All	<i>Free</i>	

*Off Peak Hours between 9am – 5pm Monday to Friday

Following the first year prices will rise by RPI annually. However if a higher price rise is required the tenderer will require written consent of the Local Authority.

1.4.7 Health and Safety

We have established company health and safety policies which relate to facilities and staff which will be applied and adapted for the Tooting Triangle site. These are set out in the Table 1.4.7 below and evidence of these ongoing records in practice for other sites is included in the appendices as referenced in the table:

Table 1.4.7 – Health and Safety Policies and Procedures

Health & Safety Policy / Procedure	Example
GENERAL	
Health & Safety Policy Statement:	Appendix 8
Employers & Public Liability Insurance Certificates (Displayed):	Appendix 9
Risk Assessment:	Appendix 10
FIRE	
Fire Risk Assessment:	Appendix 11
Emergency Action Plan / Fire Drill Procedures (Display):	Appendix 12
(Named Fire Officer):	Online Records
Fire Drill Record:	<i>Online Records</i>
Fire Alarm Test Certificate Checks & Service Records:	Appendix 13
Fire Extinguishers Inspection Records:	Appendix 14
ELECTRICAL	
Fixed Electrical Installation Inspection Certificate (Satisfactory Score):	Appendix 15
Portable Appliance Testing & Inspection Records:	Appendix 16
Emergency Lighting Test Certificate Checks:	Appendix 17
FACILITIES MAINTENANCE	
Weekly Maintenance Visual Inspections:	Appendix 18
Boiler Service Records:	Appendix 19
Ladder Inspection Records:	Online Records
Asbestos Survey:	Appendix 20
Legionella Risk Assessment:	Appendix 21
Contractor Risk Assessments & Method Statements	Appendix 22
WORKFORCE REGULATIONS	
HSE Law Poster – (Displayed):	On Site
Manual Handling Risk Assessment (Poster Displayed):	On Site
Employee Training Manual Checks - Health & Safety Training Programme:	HASAMS Records
DBS Checks - All Staff	Online Records
Display Screen Equipment Risk Assessments / Workstation Assessments:	Appendix 24
Appropriate Number of First Aid trained staff:	See Section 3.4
Incident & Emergency Management process - (Accident Report Records):	Appendix 25

All of the Health and Safety elements included in Table 1.4.7 will be adopted as protocol for the Tooting Triangle site.

Public Liability and Employment Insurance forms part of the health and safety compliance procedures and checks (Example – appendix 9). These policies will be maintained as part of the Tooting Triangle.

Monitoring of health and safety elements will be made through completion of the company Health and Safety Audit Management System (HASAMS) which is undertaken by the contract manager in liaison with centre managers every 6 months. This will ensure policies and procedures are regularly maintained, staff are trained and all records to be kept on file for a minimum of five years.

An example of the Health and Safety Audit (HASAMS) is provided in Appendix 26. The audit will be applied as a 6 monthly protocol for the Tooting Triangle site. All assessments and procedures will (other than those required and relating to the renovation works) take place on completion of the scheduled works. All Health and Safety checks and the HASAMS will be fully complete prior to the contract start date and occupation of the facilities.

1.4.8 Sustainability Policy

1) Clubhouse (Sport England: Sustainable Clubs - <http://www.sustainableclubs.co.uk/>)

Rocks Lane currently follows the guidelines set out by Sport England for sustainable clubs.

We will audit the centre and implement all relevant measures that we currently operate as described in the Sport England Guide to Green Clubs sustainability.

Energy Saving measures undertaken at Rocks Lane are as follows:

Lighting: e.g. movement sensors fitted, energy saving bulbs replacing old bulbs, zoning lighting

Appliances: e.g. notices asking to switch off when not in use

Building Fabric: e.g. draught excluders, use of blinds and curtains to keep heat in and cold out.

Boiler Plant and System: e.g. radiator control upgraded

Waste: e.g. recycle bins implemented and clearly labelled recycled loo paper utilised

Water efficiency: e.g. shower controls are self-closing

We will install, replace, renew and adapt existing equipment and machinery to maintain energy saving at the Tooting Triangle Centre.

2) General Measures

Staff training session will emphasise the importance of sustainability and the environment and encouraged to access, discuss and enhance our policies for the Tooting Triangle Centre.

Areas of discussion and input will include:

- Green Travel Plan

- Encouraging staff, players and visitors to use public transport and car share, walk and self-propel. Publish safe and green routes
- Bikes, scooter parking/store
- Allocate the role of Sustainability Champion amongst staff
- Setting sustainability targets and liaison with customers and local community for input and ideas

3) Sports Pitch Installation, Clubhouse Refurbishment and Sustainability Policy

We will follow the relevant guidelines highlighted in the UK Courts 'Securing the Future' document and Sport England's sustainability development action plan.

The project team for the installation of the sports pitch will:

1. Commit to sustainability as a team and allocate a sustainability champion.
2. Facilitate existing accessible venues and services.
3. Travel lightly to and from site – produce a comprehensive transport management plan.
4. Buy and install local, ethical and green products and materials where practical.
5. Recruit locally where practical
6. Operate eco-efficiently and protect sensitive areas.
7. Minimise waste to landfill – reduce, reuse, recycle
8. Consult with existing users and local community regarding their concerns and aspirations.
9. Communicating, recording and a management system to be put in place to ensure that sustainability is ongoing and effective.

All contractors will produce a Site Waste Management Plan prior to any works commencing. Evidence of these previous documents produced for Rocks Lane projects is provided in Appendix 28.

2 Facilities Maintenance

2.1 Maintenance of Sports Pitch Areas

Planned preventative maintenance will help to maintain the life span of the artificial grass surface. We follow the guidance on maintenance that 1 hour of maintenance is required for every 10 hours of use.

The table below shows the schedule we follow, covering routine, regular maintenance, specialist maintenance and rejuvenation.

Table 2.1 – Maintenance Schedule

Frequency	Task
Every 1-2 days	Empty Bins
	Sweep Pitch
Weekly	Drag Brush
	Inspect for Damage
Every 2-4 Months	Standard Power Brushing
Every 3-4 Years	Deep Power Brush
Every 5-10 years	Infill Jetting and Replacement

A specification by “Sports Maintenance Services” (Appendix 39) provides full details of the bi-monthly maintenance package which will be undertaken as part of the ongoing maintenance programme for the synthetic playing surfaces.

Daily inspection will take place of the fencing, court / pitch surrounds and sports equipment as part of the “opening up” procedure and detailed in the training manual.

Weekly inspection of the floodlights will take place, bi annual checks of lamp, fittings and alignment or after severe weather occurrences.

2.2 Replacement of Sports Pitch

A sinking fund will be set up for the replacement of the sports pitch, fencing and floodlights to cover the 25 year contract period.

The financial assumption and the breakdown of our sinking fund can be seen in the section on Feasibility and Sustainability – Section 7.

The pitches will cost £170,000 to replace after a lifespan of 5 years’ time with an annual provision of £34,000.

The floodlight will cost £10,000 to replace after a bulbs and fittings lifespan of 5 years’ time and an annual provision of £833.

Sports fencing and access will cost £120,000 after a lifespan of 15 years with an annual provision of £8000

The total annual sinking fund contribution will be £42,833 which will be index linked going forward to take into account of any possible increase in the cost of labour and materials.

2.3 Building / Clubhouse Maintenance

Our experience over the past 25 years has shown that a contingency fund for building maintenance should be accrued in the region of £10,000 per year for every day item and one off layer item such as boilers, security shutters, tables and chairs and kitchen equipment.

We have an in-house maintenance / cleaning team responsible for all routine and day to day maintenance and co-ordination of specialised contractor services.

A six monthly building inspection takes place in relation to the clubhouse general maintenance and a schedule of improvement works is created and implemented as a result. Elements of the electrical, heating and general building maintenance can also be found in section 3 relating to compliance and the health and safety audit.

Records of weekly maintenance checklists and repairs to; internal and external decoration, heating and boiler, floor surfaces, fixtures and fittings. Evidence of which is provided in Appendix 29.

2.4 Annual Asset Management

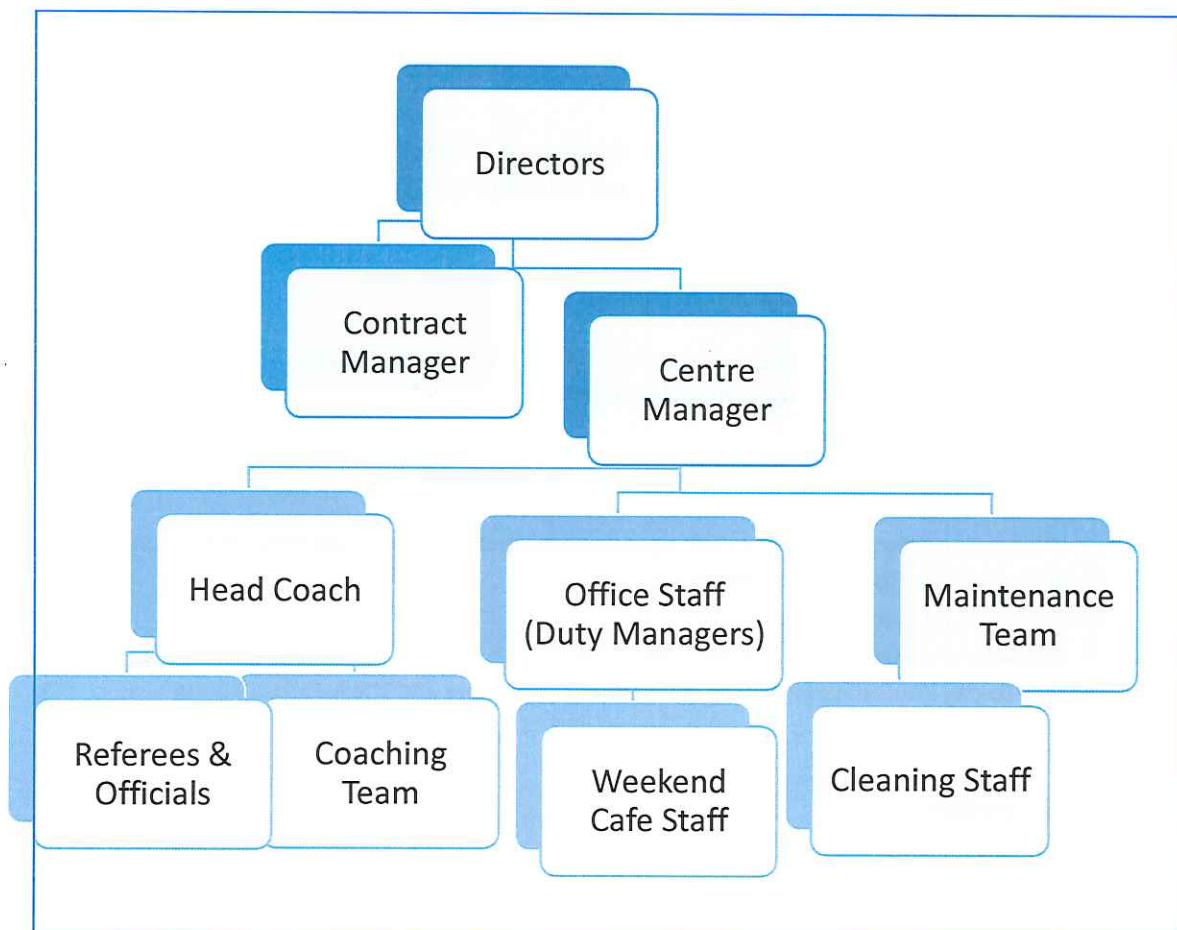
A comprehensive check on all aspects of company facilities and assets takes place once a year for each centre. An example of the checklist is included as Appendix 43.

3. Staffing

3.1 Staff Structure

The proposed staff structure and reporting levels are set out in Table 3.1 and modelled upon the successful staff organisation in our other centres.

Table 3.1 – Staff Structure and line management (reporting lines).



The Centre Manager is responsible for the day to day operations of the centre. She/he will lead a staff of 8 full time employees, the coaching team as well as a number of part time staff and self-employed contractors as follows:

Table 3.1a – Proposed Staff

Role	Full Time	Part Time
Office Staff (Duty Managers)	5	
Coaches (Self Employed)	8	4
Maintenance	1	1
Cleaning Staff	1	1
Café (Weekend)	1	2
Referees / Umpires		12

Office Staff – 5 x Full Time – Including 2 x Duty Managers (40 Hours)
Coaching Staff – 8 x Full Time (Including 1 x Head Coach), 4 x Assistant Coaches
Maintenance Team – 1 x full time, 1 x Part Time (Operating across multiple sites)
Cleaning Staff – Daily (up to 35 hours per week)
Weekend Café Staff – Full Time (up to 35 hours per week)
Officials – 12 x Part Time and intermittent according to competitions.

The roles and responsibilities for each position are closely aligned with the operating procedures of the centre. These are listed below for each role:

3.2 Roles and Responsibilities

The roles and responsibilities for each position are closely aligned with the operating procedures of the centre. These are listed below for each role:

Centre Manager

Roles and Responsibilities

- To have responsibility for the day to day management of the centre.
- To develop good working relationship with key personnel i.e. Duty Managers and Head Coach.
- To make decisions of behalf of the centre.
- To agree meeting agendas with staff.
- To oversee meetings, keep to the agenda and ensure the meeting remains focused.
- Act as a spokesperson for the centre.
- Motivate and support staff.
- Lead the direction of growth and retention.
- Day to day contact person with the company directors and the local authority.

Duty Managers

Roles and Responsibilities

- Being the first point of contact for all enquires.
- Communicating with all players at the centre.
- A key representative at meetings.
- Affiliating the place to play to the relevant N.G.B and local leagues.
- Dealing with correspondence.
- Registering players.
- Organising and attending all management meetings.
- Taking and distributing minutes of meetings.
- Maintaining accurate records.
- Ensuring action points from meetings have been carried out.
- Collecting and analysing information from the players at the centre.
- Maintaining supplies for the centre.
- Maintaining accurate staffing records.
- Administering back office activities
- Key holder.

Head Coach

Roles and Responsibilities

The spectrum of responsibilities outlined covers all elements of a successful, thriving tennis programme that caters for all ages and abilities. The Head Coach will develop a team of coaches and coaching assistants as the programme grows. These coaches will be responsible for different areas; development coach, mini tennis coordinator, performance coach.

- Set up, manage and promote the on court sports programme in line with Sport England Charter Standard guidelines.
- Act as a point of contact for members/players and interact on a social and coaching level.
- Encourage members to play tennis and improve their game.
- Increase participation numbers by enhancing the centre's credibility.
- Actively source new members and help promote and market the centre.
- Establish quality school links; raising local awareness and attracting new players.
- Set up regular competitive opportunities for all ages and abilities.
- Assist in planning/organising internal/open tournaments and tennis events for all.
- To assist in the entry and selection of teams.
- Work with the local talent performance co-ordinator to identify and further support talented players.
- Attend management meetings in order to offer regular feedback on the organisation and degree of success of coaching and competitions; also to discuss potential opportunities for growth and attraction.
- Optimise facilities and resources and help advance the facility's overall development.
- Liaise with outside bodies to monitor accreditations.
- Manage the team of coaches, run regular team meetings and regular in-service training sessions which cover: coaching standards, team and content of weekly programme, update on news/events.

Coaches:

Roles and Responsibilities:

- to be licensed (Head Coach) or registered (other coaches and coaching assistants).
- to exercise responsibilities for health, safety and fire.
- to participate by coaching on the tennis programme.
- to guide children, parents, adults seeking coaching and others about the tennis programme.
- to report each term to those coached on their progress and to recommend what they should do next.
- to regularly report to the centre manager.
- to supply suitable balls/equipment for each area of the tennis programme.
- to promote membership/participation of the centre to all the coaches and to others.
- to follow the centre's child protection policy.
- to attend and contribute to regular meetings of coaches.
- to supervise all groups and individuals they coach, including checking footwear to preventing damage to facilities by inappropriate use and ensuring orderly behaviour.

- to take care of all facility equipment and to store it tidily.
- to communicate regularly with other coaches and management committee members as appropriate.
- to strive to provide a high quality of coaching, consistent with the approach agreed by the centre.
- to maintain and develop their professional expertise by attendance at courses and by other training.
- to behave in a professional manner.

Café Staff

Roles and Responsibilities

- Ensuring that we have sufficient supplies needed to maintain the daily menu.
- To prepare and cook whatever is necessary to maintain the daily menu.
- To ensure that a weekly “cash and carry” run is carried out which takes into account school holidays, birthday parties, outside catering activities or any other special activities that might require extra supplies or special requirements.
- To assist in the planning and other operational practices required when putting on special events i.e. buffets, children’s parties or any special events.
- To keep all areas of the café clean and tidy.
- Customer Service
- The priority of the café staff is to provide a friendly and efficient full service to all of its customer at all times including:
- Maintaining the opening times as agreed.
- Providing the full menu throughout the opening times of the café.

Groundsperson

Roles and Responsibilities

- General maintenance of pavilion, tennis courts, landscape beds, including grass cutting, hedge trimming, clearing leaves and litter, planting, pruning, seeding and tree care including pruning, planting and surveying.
- Maintenance of equipment including inspection, repairs, painting and safety surfaces
- Maintenance of buildings (including the office and pavilions), notice boards etc. including cleaning, decorating, repairs, monitoring use and care-taking.
- Regular inspection and maintenance of notice boards, seats, fences, nets and buildings
- Attendance on relevant training courses as directed by the centre manager.

3.2.1 Apprenticeships

We have experience of recruiting and training apprentices within our other centres and will replicate this model at the Tooting Triangle site. Working with training provider “Future Unltd” we will aim to train one apprentice every two years and will aim to offer a full time position at the end of their 12 month apprenticeship. Evidence of our current apprenticeship at Bishops Park – Rocks Lane is provided in Appendix 30.

3.2.2 Additional Roles

In addition to these roles we will elect staff members to perform additional key roles. These also form part of the overall company policies and procedures and are listed below for each role:

Fire Safety Officer

This member of staff coordinates emergency fire drills, fire alarm testing and fire risk assessments in accordance with recommended guidelines of the HSE.

Safeguarding Officer

The Safeguarding Officer is responsible for all issues relating to child protection, discrimination and safeguarding policy and practices. This person acts as the primary point of contact for these issues, while all full time office and coaching employees will receive training in child protection and safeguarding.

3.3 DBS Checks – Safeguarding Measures

All coaches and office staff members will be subject to Disclosure and Barring checks and employment shall not commence until these have been received and kept on file. The “Safeguarding Officer” will be responsible for the record of DBS checks and supported by the Centre Manager in that it will form part of the employee review process and biannual centre audit, ensuring the necessary and regular checks are maintained.

We have a company Child Protection Policy (Appendix 3 in the Training Manual) and Photograph and Filming of Children Policy (Appendix 4 – Training Manual) in place and adhered to across all centres and these will be applied as protocol at the Tooting Triangle site.

3.4 First Aid Policy – Trained Staff

All full time office staff will be qualified in Emergency First Aid at Work. All coaches will, according to their qualifications, also be trained in First Aid and certification of staff members will be reviewed as part of the biannual audit as well as staff reviews.

3.5 Training & Development Programme

Staff will be recruited from the local area and will undertake a training programme at least one month prior to the contract period starting. We will also transfer select experienced staff from current centres to oversee the training and initial stages of the contract period.

A one month training period for new staff will take place “in-house” at one of the other three Rocks Lane centres to provide best practice, valuable and genuine experience of company procedures and customer service whilst actively “in the field”.

Training will take place using a “Buddy System” with trainees shadowing a colleague’s work in their day to day activities. Alongside and to support their development, new trainees will follow the company Training Manual an example of Chiswick – Rocks Lane Training Manual Appendix 4. Training manuals provide detailed guidance on running the centre but also include company-wide policies and procedures including the following elements;

- Database Training
- Booking Management
- Feedback / Reporting Policy
- Complaints Policy & Procedure
- Opening / Closing Procedures
- Customer Service Delivery
- Environmental Policy

Each employee must work through their training manual and sign to confirm they have completed tasks and read and understood each policy and procedure.

A training manual specific to the Tooting Triangle site will be produced by the Contract Manager and Centre Manager (to be completed before the contract date) and will be modified to meet the new centre specifications and operations. This training manual will form the initial on-site training for new employees and will be adopted for training all incoming employees whether part-time or full-time.

3.5.1 Continued Professional Development (CPD)

Office & Maintenance Staff

Regular weekly meetings will take place between the centre manager and office staff to provide updates on continuing tasks, a feedback channel for team members and an opportunity to discuss any general issues arising. These meetings are aimed at both improving service delivery and staff improvement but also centre performance.

Performance targets and measures of the centre, programme activity and booking rates will also be set and discussed during these meetings to encourage performance related staff discussion and business development.

Personal employee performance reviews will take place in regular individual meetings between the centre manager and each member of staff. These reviews will take place on a 6 monthly basis with each employee following a Personal Development Plan (PDP). An example of the Rocks Lane Employee Review can be viewed at Appendix 31.

Professional development of office staff will be encouraged and supported through finance of appropriate training that has been included in their PDP.

Coaching Staff

All qualified coaches upwards of Level 1 - FA and Level 3 - LTA are obligated to complete a minimum number of hours of Continued Professional Development (CPD) to ensure they remain accredited.

All coaches will be contractually bound to maintain their required CPD and annually renew their accreditation and license. This will be monitored by the Centre Manager as part of their 6 monthly reviews and PDP's.

Individual performance reviews will be held every 6 months for individual coaches with the Head Coach. Once a year this meeting will include both the Head Coach and the Centre Manager.

Coach Meetings will be held once a week with all of the coaching team. It will be led by the Head Coach and Centre Manager and will focus on sharing best practice, ideas and discussion of any general issues arising. Practical sessions will also take place to develop and improve coaching practice across the team. Example of Coach Meeting Minutes – Appendix 32.

In-house CPD / Training / Courses for the company will be arranged by the Contract Manager and offered to staff across all centres. Opportunities for coaches and staff to meet and share best practice will be promoted on a regular basis.

Management Staff

Performance reviews will also take place between the Centre Manager, Contract Manager and Directors on a 6 monthly basis. Annual targets and Personal Development Plans will be set and reviewed at these meetings.

3.6 Contract Manager

We appoint Kieron Jones as the Contract Manager for the concession and will be deemed with all necessary authority to make decisions in accordance with the requirements of the Concession Contract.

3.7 Staff Supervision

The proposed staff structure and reporting lines of the centre are set out in Table 3.1. The Centre Manager holds overall responsibility for staff performance and standards with supervision being maintained on a daily basis and formally assessed in regular staff meetings and reviews as set out above (para's 3.2-3.6).

3.8 Staff Absence Contingency Plans

3.9 Whistle Blowing Policy

The Council Whistle Blowing Policy will be adopted as part of the concession operation and will be included in staff training procedures.

All staff will be made aware of, and provide commitment to, the Whistle Blowing policy. It will be included alongside all company policies and in the training manual (Example – Appendix 4) for which all staff confirm they have read, understood and are committed to the policy by way of signature. The Policy will also be displayed alongside company policies on the staff notice board.

4. Quality Assurance & Monitoring

A number of measures will be put in place to ensure and support delivery of a high quality of service, compliance with health and safety and a maximisation of the site facilities. The procedures and processes outlined in relation to Staffing – Section 3 as well as company policies and management in Section 1 are in place to ensure delivery of professional standards and a premium quality of service.

However, we also recognise the need for ongoing review and monitoring which will take place both internally with staff and externally with the local authority and independent external assessors and the award of centre accreditation. These elements are provided in separate sections under the headings; **Performance Monitoring** and **Compliance Monitoring**.

4.1 PERFORMANCE MONITORING

4.1.1 Rocks Lane Performance Targets (Internal)

As a company we incentivise employees with performance targets which can be influenced by all staff members in their work. These measures are set on a termly basis and are included monthly as part of all regular meetings including; Weekly Office meetings, Weekly Coach Meetings and also inform discussions in 6 Monthly Staff Reviews, Personal Development Plans and Management Meetings.

Each of these regular meetings provide an opportunity to assess progress on targets and provide feedback upon best practice, issues arising and informal staff and customer feedback which will impact upon staff performance targets.

Staff performance targets will be unique to the individual site / staff members and will relate to the programme numbers – age specific, facilities capacity, bookings, competition / league entries. An example from our Bishops Park site is provided at Appendix 23. These targets will correspond with some of the performance monitoring measures agreed with the Council (covered below), but the in-house targets will focus staff on their specific areas of influence which will impact the overall performance measures.

4.1.2 Performance Measures / Council Monitoring (External)

We at Rocks Lane have vast experience of working alongside local authority partners in monitoring facility performance and compliance. We currently work with the London Borough's of Hammersmith and Fulham (Bishops Park), Richmond (Barnes) and Hounslow (Chiswick) and provide scheduled compliance and performance monitoring submissions relating to the relevant site operations.

Drawing from this experience and with the specification of the Tooting Triangle site in mind, we propose the following measures which will form the "Annual Performance Review" to be recorded and submitted to the local authority for assessment, discussion and review;

Table 4.1.2 – Proposed Measures for “Annual Performance Review”

SECTION	ACTIVITY	PERFORMANCE MEASURE
PROGRAMME	Tennis	Juniors on Coaching Programme
		Adults on Coaching Programme
		Tournament Events
	Football	Junior Coaching No's
		Adult Coaching No's
		No. of Teams – Junior Leagues
		No. of Teams – Adult Leagues
	Netball	Juniors on Coaching Programme
		Adults on Coaching Programme
		No. of Teams – Junior Leagues
		No. of Teams – Adult Leagues
SCHOOLS	All	No. of Schools Attended by Coaches
		No. of Schools Accessing the Centre
		No. of Disability Sessions
FACILITIES	All	Off-Peak - Pitch Bookings
		Peak Hours - Pitch Bookings
		Free School Bookings
		Discounted Junior Pitch Bookings
CUSTOMERS	All	No. of Complaints
		No. of Customers Accessing the Centre (Daily)
		Feedback Overview
FINANCE	All	Income Figures; Daily, Quarterly, Annually

Submission of the “Annual Performance Review” will be made within 30 days of the concession anniversary start date (See section 5.1). We propose that a meeting with council officers is scheduled within one month of the submission to review and discuss the results and set targets for the following year.

4.2 COMPLIANCE MONITORING

We are committed to provide a comprehensive and inclusive compliance records relating to all areas of facilities and staff management including; general public liability and insurance, fire safety, electrical safety, facility maintenance, staff safety and procedures, workforce regulations, child protection and safeguarding, health and safety policies and procedures, accident and emergency procedures.

The Health and Safety Audit Management System (HASAMS) detailed in full in section 3.1 will be completed every 6 months and submitted to the council for their records.

All of these policies will be adopted as protocol for the Tooting Triangle site. All assessments will take place on completion of the scheduled works and prior to the contract start date and occupation of the facilities.

The contract manager will ensure the schedule of checks and monitoring is produced and in liaison with the Centre Manager and Facilities Manager, will ensure it is regularly maintained and all records kept on file for a minimum of five years.

4.3 QUALITY ACCREDITATION AWARDS

Recognition of quality service delivery has been formalised by way of accreditation at all Rocks Lane multi-sport centres in the form of national standards and relevant national governing body awards. Those awards (listed below) recognise quality in all aspects of a centre's delivery including; the programme, management policies and procedures, duty of care, sporting environment and community links:

Clubmark - <http://www.clubmark.org.uk/> (Bishops Park Site)

BEACON Status (Parks Tennis)

[http://www.lbhf.gov.uk/Directory/News/Bishops Park tennis courts awarded beacon status.asp](http://www.lbhf.gov.uk/Directory/News/Bishops_Park_tennis_courts_awarded_beacon_status.asp) - Community Accreditation (Bishops Park & Barnes Sites)

FA Charter Standard

<http://www.thefa.com/my-football/community/fa-charter-standard-programme>
(Barnes and Chiswick Sites)

QUEST – UK Quality Scheme for Sport & Leisure

Quest is a tool that Rocks Lane uses for continuous improvement, designed primarily for the management of leisure facilities and leisure development. Quest defines industry standards and good practice and encourages their ongoing development and delivery within a customer focused management framework.

Quest identifies Key areas for consideration and assessment including:

- Cleaning and Housekeeping
- Maintenance and Equipment
- Environmental
- Health and Safety Declaration
- Customer Experience and Insight
- Team and Skills Development
- Leadership
- Financial and Budget Management
- Outcomes and Impact measurement
- Planning to Improve
- Community Outcomes
- Marketing, Research and Communications
- Partnerships
- Policies, Procedure and Standards

(Rocks Lane Multi Sport Centres – have achieved Quest accreditation)

4.3.1 Accreditation Commitment

Following the contract decision we commit to apply for and the award of relevant accreditations from those listed above. This will be completed within one year of the facilities opening. A decision on which accreditation(s) will be made once an assessment of the activities and programme direction that has been established.

4.4 Complaints Procedure and Policy

We have an over-arching Complaints Policy and Organisational Procedures which is detailed in full in Appendix 7. We commit to train all employees in communication skills and to handle customer complaints positively and through a formal process. Complaints, comments and suggestions should be easy to communicate and should be considered opportunities to retain customers and build relations by changing something to improve customer service.

5. Installation and Renovation Works

5.1 Timeframe for the Concession Contract

Table 5.1 below sets out the schedule of works from the contract decision, planning, construction and the opening of facilities for operation. It is our objective to expedite each stage of the process to ensure the site is in operation at the earliest opportunity.

Table 5.1 – Proposed Schedule of Concession

CONCESSION PHASE	EVENT	DATE	
CONTRACT DECISION	Executive Decision to Award the Concession Contract	30th November 2015	
	Concession Contract sealing (“Contract Date”) and commencement of Planning Phase:	December 2015	
PLANNING	Produce Detailed Plans – Planning Application	10th December 2015	
	Application Submission	15th December 2015	
	Validation	15th December 2015	
	Consultation Period	21st December – 11th January 2016	
	Decision (Delegated Decision) * Or February Planning Committee	9th February 2016 *10 th February	
	Planning Appeal Submission – (**Schedule to follow these dates)	16th February 2016	
	Appeal / Secretary of State Decision	16th August 2016	
CONSTRUCTION PHASE <i>(Further Detail in Project Delivery Section 5.3 below)</i>	Pre-Construction Surveys	Environmental Impact Assessment	Commission by 2nd December 2015 Completed by 10th December 2015
		Soil Survey	
		Electrical & Mechanical	
		Clubhouse: Building Fabric / Fixtures and Fittings	
	Submission of Building Works Compliance Documents: <i>(Permit to Access, Method Statement, Risk Assessment, Waste Management Plan, Traffic Management Plan)</i>		20th December 2015
	Site Clearance		21st December 2015 – 31st January 2016
	Commence Construction on Site		14th February 2016 (20 th August 2016**)
	Complete Construction Phase		14th August 2016 (20 th February 2017**)
	First annual payments to the Council in accordance with the Concession Contract.		14th August 2016 (20 th February 2017**)
OPERATIONAL PHASE	Recruitment and Training of Staff (Other Sites)	14th July 2016 (20 th January 2016**)	
	On Site Training of Staff	14th August 2016 (20 th February 2017**)	
	Facilities Open to the Public	21st August 2016 (27 th February 2017**)	

*The same timeline applies (6 month delay) if the application is called-in by the Secretary of State

** Dates to be extended 6 months – to allow for Planning Appeal / Secretary of State Decision

5.2 Conservation & Sustainability Policy (Sensitive Development)

The Environmental Impact Survey which will take place prior to any development commencing will include specific provision for survey of nesting birds. In accordance with the "Wildlife and Countryside Act 1981" we will take appropriate measures to ensure protection of actively nesting or roosting birds.

We will follow the works protocol listed in the "Bird Nesting Advice Note" Appendix 33 and take the following measures:

- A suitably qualified person will undertake a survey of the proposed working area.
- If signs of nesting birds are found: No works will take place that effect the nesting sites between the months of February and September.

We are fully committed to environmentally sustainable development (as detailed below) and would welcome a Condition on the planning application relating to the protection of nesting birds which will set out the requirements as above.

5.2.1 Historical Experience of Sensitive Development

Rocks Lane has sports industry accredited, experienced and environmentally sensitive contractors for the development of all their centres which are located in mixed urban, park, wildlife, common, residential, office and transport hub environments.

Our longest standing site in Rocks Lane, Barnes is located on Barnes Common and is adjacent to the Wildfowl and Wetlands centre in Barnes, a site of SSSI. We have 9 floodlit areas at our Barnes Centre and have worked with local interest groups, operators and community stakeholders to enable sporting activities and facilities to co-exist with the natural flora, fauna and wildlife.

We have 25 years of experience of developing and managing multi-sports centres in the public sector. We have installed and refurbished over 40 pitches/courts and 4 mini courts and have built/ refurbished clubhouses at each of our sites to provide state of the art floodlit sports facilities for the benefit for the local community. This has included 5 successful planning applications for floodlit provision and 3 successful planning applications for clubhouse position.

5.3 Project Delivery

We aim to deliver a successful multi sports facility for Tooting Triangle and will approach the project following our tried and tested 8 stage approach:

Stage one	Project inception	Strategic need, project team, requirements and programme
Stage two	Feasibility Study	Technical issues, outline plans, planning consideration, budget
Stage three	Outline Proposal	Layout, access, and operational flow of clubhouse
Stage four	Scheme Design	
Stage five	Procurement	
Stage six	Construction phase	
Stage seven	Completion	Regulations and Certificates
Stage eight	Maintenance and Management	

5.4 Sports Pitch Development and Installation

Subject to a detailed survey of the sports pitch, consultation with local stakeholders and liaison with the local authority a multi-sport facility will be built. The contractors, all of which been used on previous Rocks Lane facilities projects, are industry approved and SAPCA (Sports and Play Construction Association) approved. The contractor's details are provided below:

Playing Surface:	Easigrass Sport, 37 Fulham Road, London, SW15 1AY
Groundworks & Base:	ETC Sports Surfaces, Unit 25 West Station Industrial Estate, Maldon, CM9 6TS
Fencing:	JB Corrie and Co Ltd, Frenchmans Road, Petersfield, Hampshire, GU32 3AP
Floodlighting:	Luminance Pro Lighting Systems Ltd, PO Box 1345, Woking, Surrey, GU24 9WL

6. Presentation and Layout

6.1 Sports Pitch Layout

The proposed measurement of the sports pitch area will be 58 metres x 84 metres (See Appendix 34 - Proposed sports ground layout plan.)

The layout will be flexible and respond to the sporting needs of the local community, allowing for play, learning and competition and a multi-sport provision of football, tennis, netball, hockey, kwick cricket.

The area will be capable of providing up to 8 individual sporting areas of play, coaching and competitions. This has proven to be a successful format for the maximisation of space and participation at our current sites in Barnes and Chiswick, enabling a flexible approach at the varying pattern of demand and providing the maximum choice to the local sporting community.

The design of the pitch layout will follow as closely as practical to the principles of Sport England for Multi Use Game Areas (MUGA) i.e. 'five a side pitches should be rectangular and the length of the touchline should be greater than the length of the goal line'.

6.1.1 Specifications of the Sports Pitch

Playing Surface

Artificial Grass of a 3G nature for football and sand dressed for multi-sport which complies with the relevant National Governing Body Standards of Accreditation as set out by Sport England. All pitch markings will follow Sport England guidelines.

Base

A soil and drainage survey will be undertaken to determine the suitability of the existing base for the overlaying of artificial grass.

Floodlighting

The existing floodlights will be electrically and mechanically surveyed for their efficiency and suitability of re-use. Floodlighting will meet Sport England standards of 120-200 lux and a uniformity of 0.6.

Sports Fencing

Fencing will consist of sports rebound bounds of 1.2m high and 3.3m weldmesh sports fencing above to a total height of 4.5m all complying to British Standards as set out by Sport England. Specifications for the fencing is provided in Appendix 41 and 42.

Access

All pathways and access gates will be designed in line with Disability guidelines and suitable for maintenance machine access.

6.2 Clubhouse Refurbishment

The clubhouse will be refurbished to provide a welcoming, open, light and inviting community space. (See Appendix 35 – Proposed Clubhouse Building Plan) and refurbished to Sport England Sports Facility Building Guidelines.

The clubhouse will include the following facilities:

- A reception to welcome customers in person, by telephone or online.
- A café to provide healthy refreshments and drinks (our company policy of being smoke and alcohol free will be adopted at the Tooting Triangle Site.)
- Areas to sit inside and out with friends, family or fellow players/spectators.
- A Physio – sports injury area for players to receive treatment.
- An office for quiet/ private tasks/ meeting to be undertaken.
- A female and male changing area both providing toilets, disabled WC and baby changing.
- A store for sports equipment.
- A community space in the clubhouse for:
 - Children’s parties.
 - Mini activities – tumble tots, martial arts, monkey music, mini co-ordinator activities, mini yoga to name but a few. Pre-school, after school and holiday activity classes.
 - Adult activities including yoga, Pilates and aerobics.
 - Community meetings

To bring more light into the building and have views of the playground we would explore the idea of installing a few windows into the main entrance wall.

A full survey of the clubhouse will be undertaken to ensure it is compliant with all H&S regulation and the recommendations of the report will be implemented in line with Sport England Guidelines for Sports Facility Buildings.

7. Feasibility and Sustainability

7.1 Prices and Tariffs

The pricing structure proposed is based upon our market-led knowledge and experience in other centres.

We propose a range of free opportunities and discounted sessions which are available to juniors and concessions (Over 60's, unemployed, students). We will also actively participate in the borough wide "WAND card" for provision of free and discounted services for these members.

All state schools within the borough will be given free access to the facilities during their school terms as well as discount coaching rates.

The following charges will be applied for the first year of the concession period:

Table 1.4.6 Proposed Fees and Charges

Sport	Activity	Age (Years)	Individual	Team
FOOTBALL	Coaching	3-6	£9.00	
	Coaching	8-18	£10.00	
	Junior Leagues (Per Team)	3-18		£42.00
	Adult Leagues (Per Team)	Adult		£42.00
TENNIS	Coaching	3-4	£9.50	
	Coaching	5-6	£10.00	
	Tournament Entry Fees	All	£10-£15	
	Adult Leagues	Adult	£12.00	
NETBALL	Coaching	3-6	£9.00	
	Coaching	8-18	£10.00	
	Junior Leagues (Per Team)	3-18		£42.00
	Adult Leagues (Per Team)	Adult		£42.00
COURT / PITCH BOOKINGS	Pitch / Court Bookings (Off Peak*) On Junior Programme	Junior	Free	
	Junior Casual Bookings	Junior	£2.00	
	Junior Tennis Court Bookings (Peak)	Junior	£5.00	
	Adult Tennis Court Bookings (Peak)	All	£10.00	
	State School Pitch Bookings	All	Free	
	Loyalty Scheme Membership	Junior (Conc's) Adult	£20 £40	
	Pitch Bookings (Off Peak*)	All	£32.00 p/h	
	Pitch Bookings (Peak)	All	£63.00 p/h	
	Equipment Hire	All	Free	

*Off Peak Hours between 9am – 5pm Monday to Friday

Following the first year prices will rise by RPI annually. However if a higher price rise is required the tenderer will require written consent of the Local Authority.

7.2 Finance

7.2.1 Capital Investment

We will input up to £712,416 into the Tooting Triangle Sports facility and will provide a sports facility suitable for the demands of the 21st century.

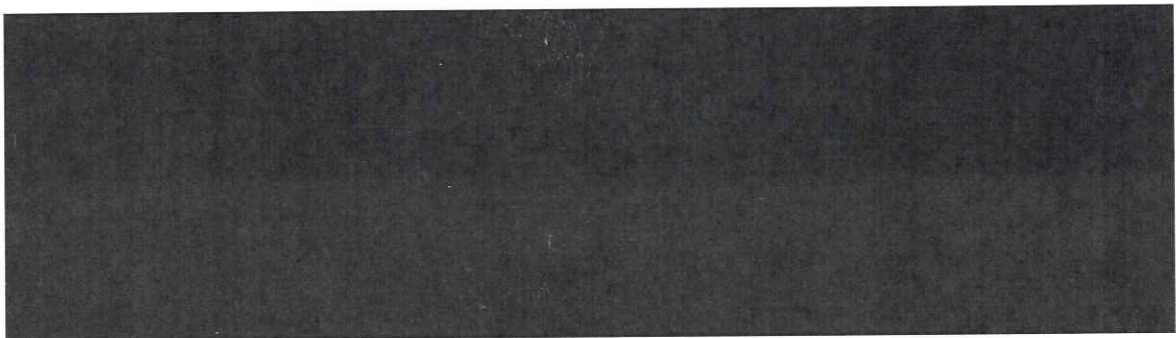
Table 7.2.1: Costs of Installation and Refurbishment

	Estimated Cost (£)
Clubhouse Refurbishment	120,000
Sports Pitches (Fencing, Turf artificial, Ground works)	401,272 (Appendix 43 – Installation Quote)
Floodlighting	37,408 (Appendix 44 – Installation Quote)
CCTV/ Security	10,000
Professional Fees	25,000
VAT/ Stamp Duty	118,736
Total	712,416

The affordability of this project is proven by our 'Financial Accounts History' which show a healthy balance sheet. The most recent accounts are available upon request. Further confirmation can be obtained from our accountant:

Mr Jeremy Cooke
Peter Hunt & Co.
58 Lyford Road
London
SW18 3JJ

Accountants Statement:



TFC Leisure Ltd is capable of funding the project from its internal resources without the need for external funding which although welcome can at times can lead to delays in the project.

TFC Leisure has funded the majority of its sports facilities projects with the one exception of Bishops Park where resurfacing of courts took place prior to the leasehold commencing.”

7.2.2 Sinking Fund

A sinking fund will be set up for the replacement of the sports pitch, fencing and floodlights to cover the 25 year contract period.

The financial assumption and the breakdown of our sinking fund can be seen in the Financial Figures Section 7.3.1 and Appendix 36.

The pitches will cost £170,000 to replace after a lifespan of 5 years' time with an annual provision of £34,000.

The floodlight will cost £10,000 to replace after a bulbs and fittings lifespan of 5 years' time and an annual provision of £833.

Sports fencing and access will cost £120,000 after a lifespan of 15 years with an annual provision of £8000. The total annual sinking fund contribution will be £42,833 which will be index linked going forward to take into account of any possible increase in the cost of labour and materials.

All sports facilities will be replaced in line with the Sport England guidelines and relevant National Governing Bodies.

7.3 Sustainability

7.3.1 Financial Sustainability

Expenditure and income projections are provided in Appendix 36. Our projections are calculated over the first 6 years (including start up) and show a robust set of financial figures which we believe will continue over the 25 year of the contract term.

The projections are based on our experience over the past 25 years of sports facility development and provision and we are satisfied that we can meet our financial targets, provide an affordable and viable and sustainable sports facility.

7.3.2 Environmental Sustainability

We will participate in the Council's Greening Business Programme to ensure we are compliant and commit to gaining the "Greening Certificate" within 6 months of the operational phase of the contract concession.

We hold strong beliefs with regard to sustainability and the environment at Rocks Lane and is maintained throughout all aspects of centre management and maintenance. It forms a key element in staff training and our company-wide environmental policy (Appendix 37) at Rocks will also be implemented at the Tooting Triangle site. This will support if not meet all criteria in the Greening Business programme.

7.3.3 Organisation Sustainability Policy

1) Clubhouse (Operational) (Appendix 26– Sport England: Sustainable Clubs)

Rocks Lane currently follows the guidelines set out by Sport England for sustainable clubs.

We will audit the centre and implement all relevant measures that we currently operate as described in the Sport England Guide to Green Clubs sustainability.

Energy Saving measures undertaken at Rocks Lane are as follows:

- Lighting:** e.g. movement sensors fitted, energy saving bulbs replacing old bulbs, zoning lighting
- Appliances:** e.g. notices asking to switch off when not in use
- Building Fabric:** e.g. draught excluders, use of blinds and curtains to keep heat in and cold out.
- Boiler Plant and System:** e.g. radiator control upgraded
- Waste:** e.g. recycle bins implemented and clearly labelled recycled loo paper utilised
- Water efficiency:** e.g. shower controls are self-closing

We will install, replace, renew and adapt existing equipment and machinery to maintain energy saving at the Tooting Triangle Centre.

2) General Measures

Staff training session will emphasise the importance of sustainability and the environment and encouraged to access, discuss and enhance our policies for the Tooting Triangle Centre.

Areas of discussion and input will include:

- Green Travel Plan
- Encouraging staff, players and visitors to use public transport and car share, walk and self-propel. Publish safe and green routes
- Bikes, scooter parking/store
- Allocate the role of Sustainability Champion amongst staff
- Setting sustainability targets and liaison with customers and local community for input and ideas

3) Sports Pitch Installation, Clubhouse Refurbishment and Sustainability Policy

We will follow the relevant guidelines highlighted in the UK Courts 'Securing the Future' document and Sport England's sustainability development action plan.

The project team for the installation of the sports pitch will:

- 1) Commit to sustainability as a team and allocate a sustainability champion.
- 2) Facilitate existing accessible venues and services.
- 3) Travel lightly to and from site – produce a comprehensive transport management plan.
- 4) Buy and install local, ethical and green products and materials where practical.
- 5) Recruit locally where practical
- 6) Operate eco-efficiently and protect sensitive areas.
- 7) Minimise waste to landfill – reduce, reuse, recycle
- 8) Consult with existing users and local community regarding their concerns and aspirations.
- 9) Communicating, recording and a management system to be put in place to ensure that sustainability is ongoing and effective.

All contractors will produce a Site Waste Management Plan prior to any works commencing. Evidence of these documents previously produced for Rocks Lane projects is provided in Appendix 28.

8. Publicity and Marketing

8.1 Marketing and Promotion

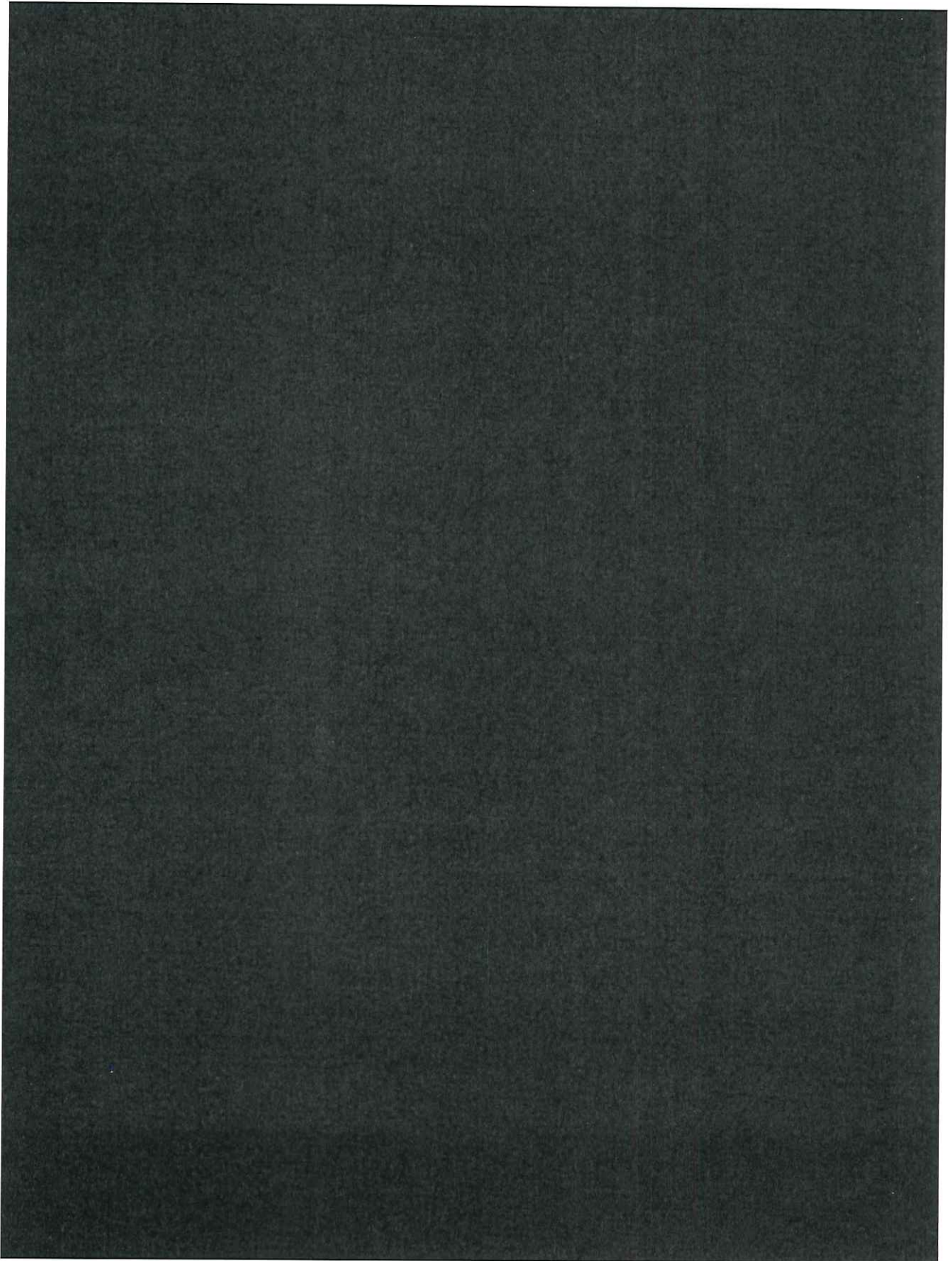
We will use the following methods:

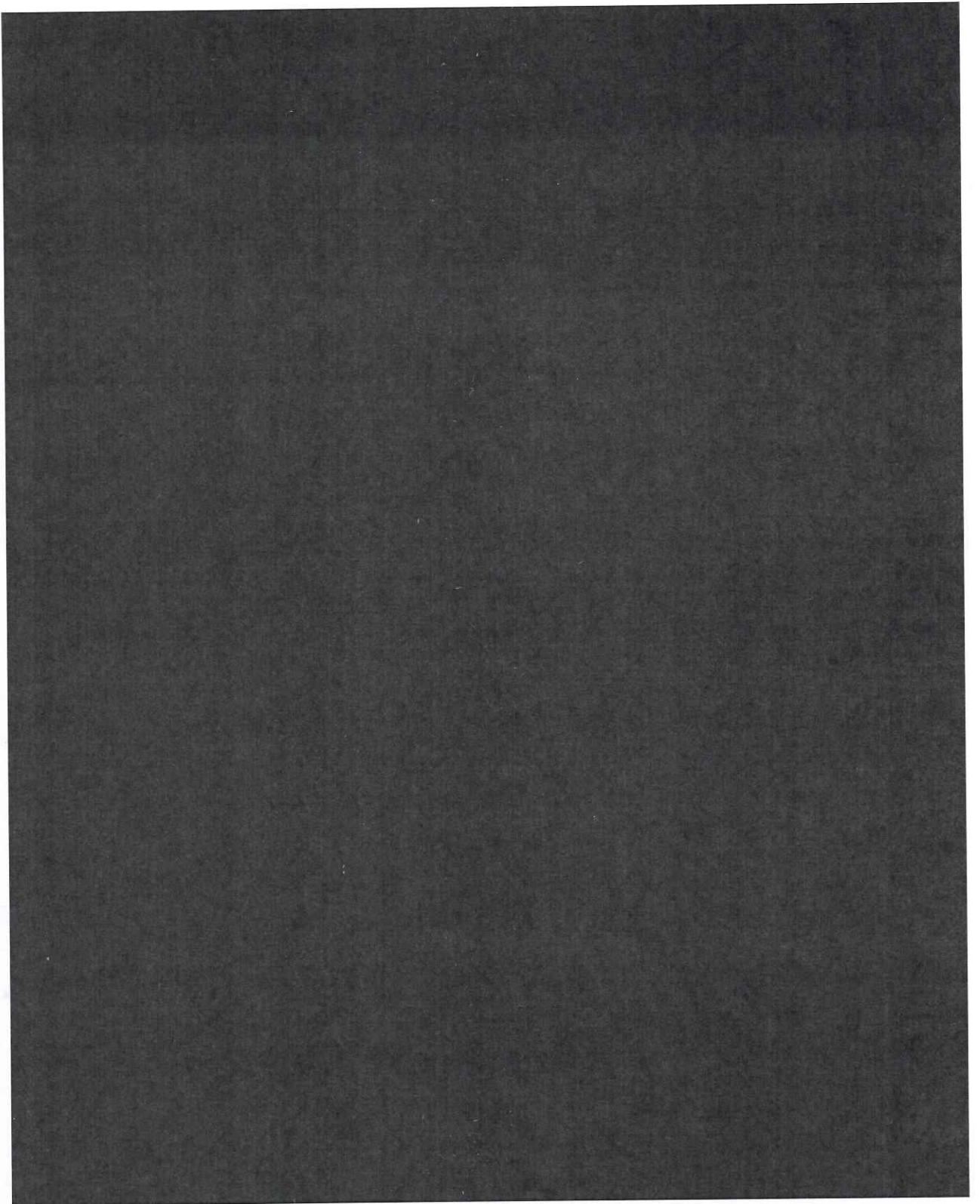
- Existing website – containing all the services we provide at the centre and giving booking opportunities, news updates, feedback opportunities and contact details including user interaction via social media sites Facebook and Twitter.
- Registering with LTA websites (Place to Play, All Play), Local Authority websites, local tennis providers, and other local businesses. Web based listings ie Google.
- Traditional listings: Yellow Pages, Thomson
- Leaflets containing all the services we provide
- Notice board internal and external with posters advertising services
- Email lists will be compiled of existing users to keep them informed of upcoming events, competitions and programmes
- Permissible banners advertising new events, schemes and initiatives throughout the Borough.
- Mail drops at local schools, businesses and community facilities advertising taster days and fun days.
- Mailing existing users of Bishops Park and the court booking scheme informing them of the new management team and services available.
- Staff uniforms, vehicle signage, free tennis shirts for children when they sign on to a course and logo carrying tennis balls will add to awareness of our new venture.

8.2 Opening Day Promotion

While each of the marketing activities listed above will take place as standard procedure throughout the termly calendar, there will be a big promotion drive ahead of the facility opening day. An event will be held to celebrate the occasion with free facility use for the local community, organised activities, taster sessions and welcome offers.

9. Annual Concession Fee & Percentage Gross Turnover





10. Legal Representation

Our lawyers are capable of responding very quickly and efficiently to expedite agreements.

Contact:

Taylor Wessing,
5 New Street Square,
London
EC4A 3TW
Tel: 0207 3004073

11. Executive Summary

Rocks Lane will invest up to £712K to create a multi-sports centre which is modern, community focused, affordable, viable, sustainable and fit to provide excellent sporting opportunities for all.

We will adhere to environmental limits and achieve a sports facility for all, by means of a sustainable economy, good management and sound advice.

We are passionate about local sports facility development and sports programme delivery and we will endeavour to utilise local personnel and skills for this project to empower community involvement and engagement in the site.

We are proud of our achievements in similar community sites in which we have invested resources and expertise to successfully deliver increased participation, health and well-being, increased employment, sporting education and economic benefits to the local economy and an important and vital social inclusion aspect to our sporting facilities.

Participation is our core value at rocks lane and we will never forget the special feeling that players of all ages have when they smile on the court after hitting a forehand over the net for the first time, scoring a goal past their Dad or running on to the pitch in anticipation of having fun!

We would relish the opportunity to spread the Rocks Lane expertise, professionalism and enthusiasm to Tooting Triangle and maximise its potential as a community sporting hub!

