

NORMAN PARK SPORTS HUB

BRIEF FOR PARTNER COMPANY

DRAFT

Bromley Council is seeking to appoint an appropriately skilled management partner who will, in conjunction with the Council's requirements, fund, design, construct, manage, maintain and operate a new multi sport hub site at Norman Park, Bromley, BR2. It is anticipated that this will be for a term of 25 years, however the length of the term will be negotiated as part of the tender process.

1. PROGRAMME VISION

The Council is seeking to appoint a suitable and appropriately qualified leisure investment and management company (hereto referred to as the 'management partner') to fund, design, construct, manage, maintain, and operate a new multi sport hub site at Norman Park which will incorporate the current athletics track and the grass playing pitches within the park.

The Council seeks a management partner who will demolish the existing four pavilions that currently support the park's grass playing pitches and the pavilion within the athletics track. The total building area for these facilities is estimated to be around 937 square metres, and the associated hard standing areas are estimated to be around 617 square metres. As part of the demolition works, the Council expects the management partner to also demolish the gatekeepers lodge.

The Council anticipates that the management partner will replace these buildings with a new dual aspect pavilion which will provide all changing facilities for the proposed new facilities, the athletics track, and the existing grass pitches.

The successful management partner will:

- Develop the existing leisure, sporting and recreational offer available in the park, in addition to providing a range of new facilities and services that will enhance the offer, under a full repairing and insuring lease which the Council expects will be for 25 years, *however the length of the term can be negotiated as part of the tender process.*
- Develop and implement plans that will enable access and increase participation in sport and physical activity, support active lifestyles, and enable people to develop their sporting potential.
- Ensure the park and its facilities are developed for use by clubs, community and voluntary groups, schools and colleges, local businesses and the local community.

The Council requires interested companies to develop a suitable and costed business case for their proposals.

The Council insists that there must be no reduction of the current levels of service provision in respect to:

- *Activities within the Athletics Track*
The Council wish to see that the current successful arrangements with schools and clubs (notably Blackheath and Bromley Harriers) continues and where possible is enhanced. The Council also expects to see an Athletics Development Plan from the management partner, detailing future investments and proposals for the track site that include use by schools, clubs and casual users. The Council also wishes to see dedicated changing facilities, toilets and offices for use of the athletics track within the proposed new facilities.
- *Activities within the Park*
The Council wishes for the management partner to support and further develop the current offer in relation to activities on grass pitches and that proposals are developed to encourage wider use of the park for other sports (such as tennis and cricket). Moreover, the Council expects the management partner to develop a Football Development Plan for the site which will include proposals for the use of any new synthetic pitches along with the existing grass pitches within the park. It would also detail arrangements that support existing and new clubs at the site, as well as use by schools, colleges, and the wider community.
- *Events Programme within the Park*
The Council anticipates that the successful management partner will maintain and further develop the current events programme for the park within their proposals.

The Council wishes the successful partner company to provide costed details of its commitments to capital investment across the newly developed and existing facilities over the life of the contract, and its planned maintenance and decorations programmes.

2. BACKGROUND

Norman Park is under a mile from Bromley town centre and Bromley South railway station. The main entrance is situated on the B265 Hayes Lane, with an additional entrance off the A21 Bromley Common through Hook Farm Road. The park is served well by public transport and has good road links including the A21 and the M25 (which is just over 6 miles away). Both entrances are accommodated by large car parks providing approximately 140 and 90 spaces respectively. There are residential areas abutting the park and its entrances. It is a large site able to support a range of different sports and recreational facilities, and is close to a number of schools, colleges and clubs.

Facilities currently provided at Norman Park:

- *Outdoor Athletics Track*
Currently, the track is managed through Norman Park Track Management Company and is host to Blackheath & Bromley Harriers Athletics Club. It has an eight lane 400m athletics track plus long jump, high jump, hammer, discus, javelin, pole vault and steeple chase facilities. There is a pavilion with changing facilities and other

outbuildings used for storage and as a meeting room. The track is certificated to host regional athletics meetings and is also served by floodlights. There is currently no seating available and no covered stand for spectators.

The opening times are: Tuesday, Wednesday and Thursday 1200-2100; Saturday 1000-1300 and Sunday 0900-1300

- *Outdoor Pitches*
There are eight full size grass football pitches and two grass mini soccer pitches, none of which are floodlit. There are four pavilions within park, three of which provide changing facilities for the grass pitches where as the fourth is used predominantly for storage and contains public toilets.
- *Play Area*
There is a small play area within the park which is adjacent to the athletics track (towards the Hayes Lane entrance).

Although there is currently no cafeteria within Norman Park, the Council would wish to see a cafeteria that would serve the new pavilion in addition to wider park users considered within the management partner's proposals.

Other Park Uses:

- *Athletics Track*
The track is home to Blackheath and Bromley Harriers Athletics Club who are one of the top performing clubs in the country and based in Hayes, Bromley. The Club's Young Junior Athlete Team are the current National Champions and the Club's Junior Women came fifth in the European Club Cup. The Club offers participation and competitive opportunities in many athletic disciplines including track and field, cross-country and road-running for children and adults of varying ages and abilities. The Club's 'Bees Academy' provides coaching for children in school years 4-7. The athletics track currently hosts over 70 events a year, almost exclusively between April and November.

The cost of an annual adult season ticket (*standard/club*) is £250 / £150

The cost of an annual junior season ticket (*standard/club*) is £165 / £100

Casual usage for an adult / junior is £3.20 / £2.30

- *Grass Pitches*
For the duration of the football season, grass pitches are let for football on Saturdays and Sundays from 10.00 – 15.00. The site is used by around 20 clubs competing in Bromley and Orpington leagues. The site also hosts Petts Wood Football Club who have 24 teams including five women's teams and a veteran's team. Petts Wood Football Club are keen to develop their clubs involvement at Norman Park. There is some limited evening use in addition to some casual bookings throughout the summer period. The charge for a full pitch and changing facilities is currently £65 a game.

- *Cricket*
There are currently no cricket facilities in the park however the Council welcomes proposals and plans that include facilities for cricket at the site.
- *Tennis*
There are currently no tennis facilities in the park however the Council welcomes proposals and plans that include facilities for tennis at the site.
- *Events*
There are around ten events annually in the park including a three day pageant of motoring, and other community events mainly between June and August. It is anticipated that the new management partner will work in conjunction with the London Borough of Bromley's Parks & Greenspaces Team to enable the staging of such events.

Current Management Arrangements

The Athletics Track is currently managed by Norman Park Track Management Limited (NPTML) through a delegated management agreement with the Council. The Council pays an annual grant to NPTM of £39,500 (2011-12).

The playing pitches are currently operated through a delegated management agreement at a peppercorn rent and are maintained by the London Borough of Bromley through a grounds maintenance contract, the current value of which is £12,600 per annum.

The play area is currently managed by the London Borough of Bromley. The Council would welcome any investment proposals from any prospective management partner to further develop this area in conjunction with a new cafeteria offer.

3. FUTURE PROPOSALS

Operation and Management

It is anticipated that a management partner will be appointed who will be responsible for the management, operation and development of the site, under a full repairing and insuring lease which the Council anticipates will be for 25 years.

The new management partner may wish to continue with the current arrangements for management of the athletics track with Norman Park Track Management Limited (NPTML), or may seek to enter into discussions with the Council and NPTML to deliver this service directly themselves.

The new management partner may also wish to continue with the current arrangements for the booking, operation and maintenance of the grass pitches with the delegated manager, or the new management partner may wish to undertake these functions directly themselves.

The Council will continue with its current maintenance commitments and responsibilities for the car parks.

The management partner will be responsible for developing, managing and marketing:

- The facilities
- The agreed development plans
- The use of the facility by the community, clubs and schools etc.

Reporting

In order to monitor the ongoing performance of the management partner, the Council will require an annual report from the management partner which will include the following information:

- a set of audited accounts from the management partner
- a review of performance across the different facility areas including a breakdown of usage and attendances and attendances against address / postcode.
- a review of the development plans and the management partner's performance against the agreed targets in addition to a draft of the coming year's development plan and associated activities, proposals, targets and prices.

The Council and the management partner shall have an Annual Service Review to monitor the management partner's overall service delivery. This will include information from the management partner on customer comments and feedback as well as user group forums. The Annual Service Review will enable consultation between the management partner and the Council with regard to future proposals and development plans and will provide an opportunity to both parties to discuss and resolve any other issues arising from the delivery of the service.

Additionally the Council proposes there should be bi-monthly meetings between Council Officers and the management partner to monitor and review progress.

4. STRATEGIC FIT

The Council wishes the successful management partner to be able to demonstrate within their submission how their proposals deliver the Council's sustainable community strategy contained within its Building a Better Bromley 2020 Vision document, and how their submission aligns with local, regional, and national strategies and plans, and meets local needs and targets.

It will be the responsibility of the management partner to ensure there is a proven strategic need for their specific proposals and that they are supported by robust evidence.

5. WIDER PARTNERSHIPS

There are a number of partner organisations and stakeholders who may wish to become involved in establishing and developing the multi hub site, some of whom are listed below, however this is not an exhaustive list of potentially interested organisations.

Pro-Active Bromley

c/o London Borough of Bromley, B43a St Blaise, Bromley Civic Centre.

A Community Sport and Physical Activity Network (CSPAN) established as a strategic, independent alliance of partners who are active in sustaining and increasing participation in sport and physical activity in the London Borough of Bromley.

Bromley Mytime

4th Floor Linden House, 153-155 Masons Hill, BR2 9HY

Bromley Mytime is a Charitable Trust managing the Council's leisure facilities and delivering leisure services on behalf of the Council. They have over 3 million annual visits across 18 sites including sports and leisure centres, golf courses and civic halls. They also undertake the sports development function on behalf of the Council.

Bromley Football Club (BFC)

The Stadium, Hayes Lane, Bromley, Kent BR2 9EF

BFC facilities lie adjacent to Norman Park and the club submitted a successful planning application on 14th August 2009 for an all weather sports pitch and two five-a-side and one seven-a-side pitches with boundary fencing, floodlighting illumination and 2m high earth bund to western boundary (planning application number 09/01869).

Bromley College of Further Education

Rookery Lane Campus, Rookery Lane, Bromley, Kent, BR2 8HE

Bromley College is less than half a mile from Norman Park. The college specialises in helping people acquire skills and qualifications for working life including a BTEC National Diploma in Sport and Exercise Sciences with Sports Injury Rehabilitation. They have over 8,000 students - around 1,700 young people, 5,000 adult learners, 750 higher education students and 250 14-15 year olds attending from local schools.

Bromley School Sports Partnership

c/o Priory School, Tintagel Road, Orpington, BR5 4LG and Kelsey Park School, Manor Way, Beckenham, BR3 3SJ

All schools are now part of the partnership which provides linkages within the community to enable high quality opportunities for physical activity within and beyond the curriculum.

Rookery Estates

Barnet Wood Road, Bromley

Rookery Estates are the adjacent land owner to Norman Park and as such need to be consulted and their potential involvement determined in respect to the proposed developments within the Park.

6. SCHEME BENEFITS

It is anticipated the development will provide the following benefits:

- Capital and service improvements to be provided at no cost to the Council.
- A range of new facilities offering new opportunities for wider access, increased participation, improved performance and support for healthy lifestyles.
- Development plans to increase sporting and recreational opportunities for the local clubs, community groups, schools colleges and businesses.
- New changing and office facilities for the athletics track replacing the current pavilion which is outdated in addition to improved spectator facilities.
- New changing and facilities for parks based teams.
- Potential, dependent upon tender returns, for an income stream to be generated via lease arrangements with the management partner.

7. PROJECT TIMETABLE

The anticipated project timetable and milestones are detailed below:

Undertake soft market testing	Aug – Oct 2011
Refine and develop brief in accordance with soft market testing results including tender specification	Oct – Dec 2011
Advertisement in press requesting expressions of interest	Jan 2012
Expressions of interest received	Feb 2012
PQQ dispatched	Feb 2012
PQQ returns	Mar 2012
Approval of short list of partner companies	Mar 2012
Full documents issued	Apr 2012
Briefing of potential partner companies / visits to site	Jun 2012
Scheme proposals returned by partner companies	Jul 2012
Evaluation of scheme proposals (+ interviews and presentations from shortlist tenderers as required)	Aug - Sep 2012
Selection of preferred contractor	Sep 2012
Negotiate with preferred contractor on final scheme	Oct – Dec 2012
Report to Renewal and Recreation PDS and PH, Report to Environment PDS and PH, and Executive	Dec 2012
Award of contract	Jan 2013
Planning and all consents and surveys to be obtained / undertaken by partner company	May 2013
Start of build phase	Jul 2013
Completion of build phase	Aug 2014
New facilities open to public	Sep 2014

8 RISKS AND ISSUES

The procurement process may reveal that the total costs of the project cannot be met through the projected operating surpluses, and therefore the scheme will need to be value engineered, with the result that there may be no revenue stream generated for the Council.

Planning permission or other consents for the scheme are not given because of the site's location in the Green Belt. The park is designated Green Belt, and as such any planning application must show very special circumstances to justify what may be inappropriate development. Part, but only part, of the very special circumstances could be that the footprint and the location of the new building(s) are improvements on the existing situation. Any such planning applications must also seek to keep the openness of, and demonstrate improvement to, the green space.

Surveys undertaken as part of the design and build process result in scheme being undeliverable.

The Council needs to be indemnified against a cost or time overrun by the management partner.

Projected income targets for the new facility are found to be unrealistic and the management partner seeks to re-negotiate lease arrangements/cease to operate the facility.

The management partner becomes insolvent during the build phase or during operation.

The actual costs and business case will be determined via the procurement process.

9. ASSUMPTIONS

There will be no capital or ongoing revenue costs to the Council in delivering this project and its subsequent operation.

Planning consent and all other consents, permissions, and surveys will be the responsibility of the management partner and will be at their risk

Current services provided through the athletics track and sports pitches must be maintained. Use of park Norman Park for events to be facilitated within the project proposals.

All costs in developing the scheme, including the demolition of existing facilities as may be required, shall be met by the management partner and shall be at their risk.

AERIAL VIEW: NORMAN PARK, BROMLEY

