



Iconic Facilities

**Sustainable investment in
community sports facilities**

Application prospectus

Round 2

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Introduction

World-leading facilities are not simply the most attractive in terms of design, nor the most advanced in terms of equipment - they are sustainable in their operations and focused on their users. Sport England's Iconic Facilities fund draws on the inspirational pull of London 2012 to create local beacons for grassroots sport.

Between 2011-2014, we are investing £30m of National Lottery Funding into innovative, large-scale, multi-sport facilities' projects. These projects will be regionally significant for at least two sports and demonstrate long-term financial viability. The Iconic Facilities fund will distribute this funding via three funding rounds, with applications being invited both on a solicited and open basis. £10m is available in the second round of funding and applicants can apply for grants of between £250,000 and £3,000,000.

The Iconic Facilities fund is part of the £135m Places People Play initiative which will deliver an Olympic and Paralympic legacy of increased sports participation by bringing the magic of a home Games into the heart of local communities. It is being delivered by Sport England in partnership with the British Olympic Association, the British Paralympic Association, with the backing of The London Organising Committee of the Olympic Games and Paralympic Games.

Iconic Facilities is one of the three *Places* programmes which will transform the facilities where people play sport, in cities, towns and villages across the country. The facilities supported through these programmes will be the only ones to carry the London 2012 Inspire Mark, a permanent celebration of their role in the legacy of the Games.

The Iconic Facilities fund will direct capital investment into a small number of strategic facility projects that will significantly contribute to an increase in mass participation in sport across England. These facilities will be promoted as best practice and will provide a network of regional sports facilities delivering mass participation across a number of sports. We will use this fund to support projects that bring together multiple partners, including input from the public and private sectors and national governing bodies of Sport (NGBs). The fund is also designed to encourage applicants and their partners to invest further capital and revenue funding to ensure sustainability.

Key features which applications **must demonstrate** are a robust needs and evidence base which supports the need for the project and the proposed facility mix; strong partnerships which will last beyond the initial development of the project and underpin the long-term sustainability of the facility; multi-sport provision and activity that demonstrates delivery against two or more NGB strategic priorities and a capital development completion programme with achievable milestones and timescales.

A toolkit has been produced which offers comprehensive advice on the development of sustainable facilities. We recommend that applicants take the guide into consideration before applying. The Sustainable Community Facilities Toolkit can be found on the following web page: <http://www.sportengland.org/SustainableFacilities>.

Iconic Facilities will prioritise funding to projects that provide:-

- Strategic facilities in England for **at least two** national governing bodies of sport
- Large scale capital developments resulting in facilities of regional significance for two sports or more; but also demonstrating local delivery
- Multi-sport facilities, but with a focus on sporting activities that will drive high participant numbers
- A mix of facility provision to encourage regular & sustained use by a large number of people
- Indoor and/or outdoor facilities
- An enhancement, through modernisation, to existing provision and/or new build
- Confidence in their ability to deliver with detailed designs and planning permission secured
- A strong project team, led ideally by a local authority (providing capital funding)
- A long-term sustainable business plan attracting public and private investment
- Quality in design, but are fit for purpose to serve the community need
- Operating models, which may include an emphasis on community ownership (e.g. social enterprises, trusts)

Applicants must also demonstrate how the grant will help us achieve our vision and mission.

The funding available is for the development of the capital infrastructure, which can contribute to the costs of new build, modernisation or refurbishment and purchasing of major fixed equipment as part of the facility development.

Your project must have all of these attributes (outlined above) and will only be considered if you are able to fulfil these criteria.

This is a highly competitive fund therefore it's important that the application criteria above is met in full and consideration is given to whether your project is likely to be considered a priority for funding before applying.

Round 1 of Iconic Facilities received 112 applications requesting £106m in grants from Sport England and six projects received support.

Sport England's strategy

Sport England's vision is for England to be a world leading sporting nation where many more people choose to play sport

Our mission is to deliver a world leading community sport system. We will make participation in sport a regular habit for many more people, and ensure the delivery of sporting opportunities in the ways and places that people want.

We want to do this for sport's own sake and for the wider benefits it can bring. These include economic benefits, improved public health, happiness and well being, and stronger and safer communities.

We will deliver this strategy by:

- Maximising the value delivered from our current investment in NGBs
- Delivering Places People Play, our London 2012 mass-participation legacy
- Developing the right criteria and support system for the next round of NGB investment
- Creating an environment in which the key providers continue to invest in sport
- Providing strategic direction and market intelligence

We are seeking a new partnership between national, regional and local agencies and NGBs.

We will also continue to work alongside local authorities, who drive local provision and are a key partner in delivering a world-leading community sport system.

Our role is to focus exclusively on community sport rather than the broader physical activity agenda. We do, however, recognise that for a number of agencies the two are inextricably linked, for example through Sport and Physical Activity plans and work with agencies such as Community Health Partnerships and Primary Care Trusts.

Our challenge is to ensure each funded project grows and sustains sports participation year after year. This means that successful projects will be supported by a strong business plan, securing enough revenue to maintain the high standards of facility provision, customer service and a varied programme of sporting opportunities including sports development outreach work.

This fund will aim to meet this challenge by supporting innovative projects which promote a sustainable approach to community facilities. This may mean supporting investment in projects that involve partnerships with public, private and commercial organisations - creating a range of facilities that are sustainable both in financial and sports development terms.

The fund will focus on strategic projects that will significantly contribute to a drive in mass participation in sport across the Country.

Background to community sport hubs

The boom period for public sector leisure provision was in the mid 1970s and early 1980s.

Whilst the building activity of the seventies and eighties resulted in the development of a good network of community sports facilities it is clear that much of the stock is now ageing, requiring rationalisation of sporting provision and new investment where there is a real need. There is little debate that the general stock of sports facilities has deteriorated in quality.

Against this backdrop, funding to support the modernisation of the existing “stock” where there are cost benefits in doing so is presently limited. Local authority expenditure on sport continues to be under pressure from other policy priorities and the downturn in the economy.

The time to change for the community sports sector has arrived. If we are to succeed in securing a lasting grassroots sporting legacy from the 2012 Olympic and Paralympics Games in London, the need for modern community sports facilities will be paramount.

A new approach is required

The need for change and radical new approaches towards investment for sport and particularly the facility network infrastructure is therefore evident. A new approach to investment in sports facilities is required, characterised by:

- Partnership working
- Sport at the heart of community hubs and co-location of services
- Growth and maturing of the third sector with best practice trust and asset transfer models
- Positive public/private sector partnerships
- Further coming together of education, health, community services and sports sectors through transformational building programmes

International comparisons clearly show the advantages of a shift to a new-generation of community hubs (both outdoor and indoor).

The new approach is based on the development of the concept of community *hubs* with new public/private investment packages and management partnerships that link sport and active recreation with commercial activities allied with contributing to wider social policy areas such as health, childcare provision and lifelong learning.

The co-location of community facilities with revenue streams that enable sport to be at the heart of the community has to be the new way forward in creating a world-leading sports development system.

If community sports facilities are to make a step change and truly become sustainable then new structures and delivery mechanisms are required. It is also apparent that the innovation may have to come from outside the market place. The primary objective is to create new industry best practice and sustainable community sports provision, which can be replicated across the country.

The advantages of this approach are many:

- The integration of community sports and other public and private activities on one site or as a network generates opportunities from high footfalls to create revenue streams that support the sustainability of the project
- Increased participation through diversity of opportunity, linking together clubs as well as public and private sector provision
- Economies of scale in sharing capital and revenue costs
- The regeneration potential for urban land and existing under-performing sites, particularly parks and open spaces and the replacement of existing stock in need of modernisation

Common features of sustainable community facility provision

- A robust needs and evidence base using data such as:
 - [Active People](#)
 - [Market Segmentation](#)
 - [Active Places Power](#) which demonstrate the need in the community for the sports facilities
- Joined up planning across boundaries both within and across local authority areas
- Creates facilities and opportunities for two or more NGBs which meet a strategic priority identified by the sports
- Projects driven by public and voluntary sectors with new management structures tested – social enterprise (community ownership) and public private hybrids
- A sustainable business plan which combines capital, revenue, public/private resources to support the facility's sustainability, including sports development initiatives and lifecycle costs
- Evidence of partnership working and community involvement having taken place to scope each project and a commitment to draw in local investment and resources
- Has developed key strategic partnerships with national and local agencies e.g. national governing bodies of Sport, Sports Trusts, Homes and Community Agency and the private sector

Asset transfer

Asset transfer involves the transfer of the ownership of land or buildings from government organisations such as local authorities to community groups such as local sports clubs and trusts, often at a discounted price provided there is a benefit to the local community.

If your project involves asset transfer, please provide details of this within your application and refer to our [Community Sport Asset Transfer Toolkit](#) for further advice/guidance:

A key driver in support of modernising the infrastructure for sport in England is in promoting the benefits of co-location with other agencies such as health, education, community services in all of our communities.

Sport England has put in place a new coherent strategic framework and county sports partnership infrastructure that promotes joined up thinking and partnership working, providing the right climate for public/private investment to optimise its impact through local delivery.

What is needed to kick start this is the development of new sustainable and replicable community sports facilities. Sport England is determined to lead from the front through its new approach to investment in facilities.

Application criteria

This is a very competitive and over-subscribed investment fund; therefore bids will be assessed using two sets of criteria. The first one will determine whether the application is eligible for this fund. The second will determine the extent to which the application will achieve the outcomes that Sport England is seeking.

We anticipate receiving more applications for project funding than we are able to support so applications will be assessed and prioritised against the eligibility criteria and the contribution to the principles of this fund.

Eligibility criteria

Applications will need to meet the following criteria to be eligible for this funding:

- Be submitted by an organisation entitled to receive public funding such as sports clubs, voluntary or community organisations, local authorities and education establishments such as schools, colleges and universities
- Benefit all sections of the local community and is of **regional significance** for at least two sports
- Request a grant between £250,000 and £3m
- Request funding for the development of capital infrastructure, which can contribute to the costs of new build, modernisation or refurbishment and major fixed equipment where it is an integral part of a project. Ineligible capital infrastructure can found within the assessment criteria section of the [Iconic Facilities pages](#):
- Not include costs of non-fixed equipment or revenue, as this is not covered by the fund

- Request funding for elements of a capital project which have not yet started on site
- Be based on a site where the applicant holds ownership or long-term leasehold
- Include recognised sporting activity of at least two [national governing bodies of Sport](#)
- Include confirmed and/or anticipated partnership funding from at least one third party including (where possible) the private/commercial sector and national governing bodies of Sport
- Include revenue funding (confirmed) for the facility to demonstrate the long-term sustainability of the project

The second criteria for assessment will determine the extent to which the project will achieve four key principles of creating and operating a sustainable sports facility including Impact, Sustainability, Deliverability and Additionality.

Applicants will be asked to provide further information on each of these principles as part of their application.

1. Impact against Grow, Sustain and Excel

Applications must show how the proposed investment will contribute to at least one of Sport England’s strategic outcomes of grow, sustain and excel.

Grow	Increasing regular participation in sport by one million people by 2012/13 and working with the Youth Sport Trust to enable young people to access at least five hours of sport a week
Sustain	Sustaining current participation in sport by ensuring that participants have a high quality experience and working to reduce the “drop off” in sports participation between the ages of 16 and 18
Excel	Developing and accelerating talent by investing in individual sports, making sure that many more talented performers move on to elite programmes and sporting success

Good applications will provide clear evidence of:

- Specific benefits of the project and quantify the impact on Grow, Sustain and/or Excel
- A clearly articulated vision of not only what the project wants to achieve but also how and why
- Links to local and national priorities that the project will help to address for the area. For example this could include the local authority Community Strategy, the local sports strategy or equivalent and local Health and Well Being strategies where they exist
- How the project will make a clear contribution to the priorities identified within at least two NGB whole sport plans and the level of support for the project (including funding) from the NGBs at a national level
- Synergy with any existing provision to ensure there is no duplication, particularly through rationalisation, and working with other capital investment programmes taking place within the local area

Priority will be given to projects with a collaborative or consortia approach (including strategic project support from at least two NGBs) which can demonstrate the potential for the facility to grow and sustain participation in community sport at a local and regional level.

2. Sustainability

Applications must evidence the need and demand for the facility as well as show that the facility will be operated and funded for the next 21 years (minimum) to ensure Sport England's Strategic Outcomes are achieved and the facility is maintained to a high standard.

Good applications will provide clear evidence of:

- A real need and demand in the community for sports facilities and ideally, sharing a site or co-locating with other community services and private sector activities. This could be done through a combination of:
 - Supply and demand needs analysis
 - Community surveys
 - Active People data
(http://www.sportengland.org/research/active_people_survey.aspx/)
 - Market Segmentation data
(http://www.sportengland.org/research/market_segmentation.aspx)

- Active Places Power data (<http://www.activeplacespower.com/>)
- Highlighting a fit with wider capital planning strategies
- Using the need and demand analysis to scope, plan and shape the project
- Established partnership working between the organisations involved which will last beyond the lifetime of this application
- A sustainable business plan (five years minimum) which combines capital, revenue, public and private resources to support the facility's sustainability including sports development initiatives and lifecycle costs
- Agreements with key partners that show the necessary revenue to support sports development work and facility life-cycle costs is ring-fenced in the long-term
- How value for money considerations such as multi-use of facilities by sports, co-location with other agencies, building on established facilities or expertise has shaped the project

Priority will be given to applications that are able to evidence a strategic need for the proposed facilities at a local and regional level; and that work with commercial or other partner organisations to create a dowry fund for sustaining the future operation of the facility.

3. Ability to deliver

Applications should clearly show that they are in a position to undertake the capital build and draw down funding in a specified period between 2012/13 and 2013/14.

Good applications will provide clear evidence of:

- A detailed project plan for delivery of the facilities from inception to completion with realistic milestones
- Project and risk management structures/plans in place that will mitigate risks to ensure successful delivery
- Consideration of viability and risk factors associated with other sources of funding and ability to drawdown the grant in the specified financial years
- Approvals required, including detailed planning permission, already obtained or in the planning approval process

- Architectural drawings already developed to RIBA Stage C/D or equivalent as a minimum and which comply with Sport England’s Design Guidance and NGB specifications
- A procurement strategy and delivery mechanism which use established routes where available – or have good reasons for not doing so

Priority will be given to applications that are in detailed development stage (design, cost, procurement) and have all the relevant statutory and legal approvals in place (e.g. planning permission, security of tenure for the project site).

4. Additionality

Applications must state the level of funding that has been attracted from other sources to maximise the impact of this limited investment fund.

Applications will also need to state how resources from Sport England’s fund will make a difference to the project, facilitating genuinely sustainable community sports facilities, rather than a simple declaration of the need for more money.

We will take into account the cost of the project as a whole, the size of grant being requested and the number of people who will benefit from the project in order to assess whether a grant will provide Sport England with a good return on investment.

Good applications will provide clear evidence of:

- Funding from other sources already obtained or confirmed in writing
- How the project builds upon local commitments and plans already in place, for example, the local authority Community Strategy, the local Sports Strategy (or equivalent) and Health and Well Being Strategies where they exist
- Why the project will deliver new, leading edge solutions by way of design, delivery, management or operation
- How the project is setting best practice standards that can be replicated elsewhere
- The project being able to determine measurable outcomes and success indicators that illustrates value for money for Sport England’s investment
- How Sport England’s funding will facilitate a genuinely sustainable community sports facility

Priority will be given to applications that support delivery of local commitments/priorities, will provide a good return on Sport England investment and ultimately that will lead to a best practice facility model that can be replicated elsewhere in England.

The application process

Applicants applying to the fund will be required to complete an on-line application form, an additional questions form and provide supporting documentation for their project. The fund operates a single stage application process; however applications that receive support from Sport England will be required to develop detailed plans for their project following initial funding decisions.

We will be assessing applications to identify those which demonstrate best fit against our Assessment Criteria, as opposed to working on a 'first come, first served' basis. This approach is adopted because we have limited funds available and are seeking to achieve specific sporting outcomes.

We have allowed a relatively short time to assess bids and if we receive a much larger number of applications than we anticipate, we may need to extend the assessment periods to ensure all applicants are treated fairly. If this happens, we will notify all applicants as soon as possible.

Timescales

On-line applications can be submitted at any time from 10 October 2011, up until 5pm on the 19 December 2011.

The assessment of applications will not commence until after the closing date and any applications received after this date will not be accepted. Applicants will be notified of a funding decision by the end of March 2012. If your application receives support from Sport England, you will be asked to develop detailed project proposals/plans (working with Sport England) prior to a final funding decision being made.

There will be one more Iconic Facilities funding round opening in Autumn 2012.

Who will make the decisions?

The administration of the fund and assessment of applications will be undertaken by Sport England.

Sport England's Project Committee, under delegated authority from the Sport England Main Board, will make funding decisions on all applications received to the Iconic Facilities fund.

For any project requesting funding above £2 million, the final decision will be made by the Sport England Main Board. Special consideration may be applied to exceptional projects of national significance.

Possible outcomes

Applications will be assessed and classified as one of the following:

- Rejection
- Detailed Development of Project
- Award - Conditional Offer

Rejection

If your application is rejected, you will receive formal notification of this decision, together with a brief explanation of why your project did not receive support. Unfortunately due to the competitiveness of the fund, a high volume of applications will not be successful. It is critical that you consider the fund criteria before applying.

Detailed development of project

Applicants invited to develop detailed project proposals/plans will receive support from a Sport England Relationship Manager who will work with the project team through an Action Plan. However, it does not mean that you are guaranteed Sport England funding and the project is developed at the applicant's own risk.

Project Action Plans will be completed and submitted to Sport England's Relationship Manager for sign-off. Timescales for submission of project action plans will need to be agreed by Sport England. The project will then be considered by Sport England's Project Committee and we aim to make final award decisions within 10 weeks of receiving the completed project action plan.

Award

This will be confined to projects that are fully developed and that Sport England are satisfied to offer an award of funding. Certain conditions will be attached to any Award being offered to a project. Applicants offered an award will receive support from a Sport England Relationship Manager to work with the project team.

Further information

For further information and queries please contact Sport England on 08458 508 508.