

IDM - Burgess Park Sports Centre - Community Usage Principles - Record of comments from Burgess Sports – April 2019

Reference in document	Burgess Sport Comment	Officer comment	Action
<p>Paragraph 4 – The site opened in 2005 and was jointly funded by the council and the Football Foundation under an agreement lasting until 2023.</p>	Was this 2025?	<ul style="list-style-type: none"> An old email from the Football Foundation states that it should be 2025. 	<ul style="list-style-type: none"> Papers will be updated.
<p>Paragraph 9 – The proposal for the new centre within Burgess Park is to relocate and rebuild the changing rooms and clubhouse to better serve the pitches, construct an additional full size 3G football pitch, include some traffic calming measures on the road that separates the grass pitches from the 3G pitches, and create a free to use multi-use games area which can support school and community recreational activities.</p>	While it's outside the scope of this document there are significant concerns about the provision of temporary event parking. Improved storage and the reduction in the number of changing rooms.	<ul style="list-style-type: none"> This is not related to this paper but points noted. <p>Additional parking is part of the project though limited. The council would want to encourage as many people as possible to use alternative active travel methods.</p>	<ul style="list-style-type: none"> Items have been raised with the Project Manager to mitigate where possible in the design of the new facility.
<p>Paragraph 12 – As part of the feasibility and background works for this redevelopment of the Burgess Park Sports Centre further consultation has been taking place with the clubs and organisations listed below.</p> <ul style="list-style-type: none"> Southwark Tigers FC Jean Te Le All Stars Football Club Burgess Park Cricket Colts Creation Trust Latin American Women's football Southwark Lancers Cobourg Primary School Walworth Academy 	Burgess Sports (umbrella charity) to be added to the list.	<ul style="list-style-type: none"> A number of members that comprise Burgess Sport that use the site are listed in the document already. Adding Burgess Sport is possible. 	<ul style="list-style-type: none"> Papers will be updated.

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<p>Paragraph 16 – The partner club criteria are outlined below</p> <ul style="list-style-type: none"> Will represent the immediate local community meaning 80% of their current and future audience will reside within the SE17, SE15 postcode (i.e. within a 1.5km radius of Burgess Sports Centre. [This will be determined by clubs providing evidence, in future by uploading their monitoring details to an agreed Football Foundation online monitoring tool.] Must engage a minimum of 100 members within their club/ activities. Must have been a user of Burgess Park for over two years continuously. Must have no outstanding debts at the facility or any other facility in Southwark. They must commit to attending quarterly site steering group meetings. They will benchmark their fees to keep activities low cost and affordable. Have a core purpose in the promotion of amateur sports participation. Embrace the principles set out in the council's sports strategy. 	<p>That SE1, SE15, SE16 post codes are included as well.</p> <p>80% is a bit arbitrary. Also, 80% should relate to the sessions run at Burgess Park rather than the overall membership of any club (e.g. if United Allstars play at Peckham Rye they may have more than 20% from other Southwark post codes).</p> <p>Cricket – 100 members, does this include adults.</p> <p>Two years continuously – what impact will this have on future changes to clubs? So if a club folds or merges will any successor club have to have a 2 year track record? It could be that the addition of the impact layer on a pitch allows for the creation of a new rugby league club. Could there be scope for a hockey club on one or both of the pitches? Why is two years important? Wording needs to have more flexibility, as ultimately it is about the work that is delivered.</p> <p>What is remit of steering group?</p>	<ul style="list-style-type: none"> The principle is that the partner clubs are based at BP first and foremost serving the immediate local community. <p>The 80% is a guide and should reflect the clubs based in the Burgess Park area are serving local people, and are the right ones to be partner clubs.</p> <ul style="list-style-type: none"> The principle is that the partner clubs are based at BP and serving a significant number of local people, and have capacity to deliver more for the site development plan. The two year principle will protect local clubs from another one turning up in a given year and claiming partner club status. It protects the current long term users. The steering group will discuss the site development plan, getting more people from the local area active at the site, review the success of the delivery against targets, identify new developments that can help with widening access. 	<ul style="list-style-type: none"> This will be discussed within the development of steering group meetings and identification of partner clubs. This will be discussed within the steering group meetings. No action. This will be discussed within the development of the steering group meetings. They will oversee programme of use planned against the site development plan

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<p>Paragraph 17 - There will be no more than 6 partner clubs at any one time and no more than 3 football clubs making up the partners club membership.</p>	<p>Why this number of partner clubs?</p> <p>There has to be a commitment to a minimum number of partner clubs and minimum number of free hours delivered as well as a maximum. The Centre won't deliver its social impact without these groups and hours being delivered.</p>	<ul style="list-style-type: none"> • Too many partner clubs could limit the benefits of free hour access, and could create duplication in the sports offer. • The success of the centre is based upon partner clubs delivering the programme of use. The steering group will help to identify new partner clubs in future if needed. 	<ul style="list-style-type: none"> • No action. • This will be discussed within the ongoing steering group review meetings.
<p>Paragraph 18 – It is proposed that the benefits partner clubs receive are:</p> <ul style="list-style-type: none"> • Access to use the new shared office space • Priority access to the community room • Priority access to storage space • Priority booking at the center annually, to help secure their usage for the following season. • Conditioned access to 'Free' after school pitch space (as set out in the guidelines below) which has been transferred from the last Football Foundation development plan. • Conditioned access to 'Free' holiday pitch space (as set out in the guidelines below) which has been transferred from the last Football Foundation development plan. 	<p>What terms will the shared office space // community room // storage space be under? Any charges?</p> <p>We would like to propose that the design of the building is such so as to include CCTV, locks and biometrics and / or codes. We propose that the partner clubs to run the Centre for limited periods in order to reduce the Centre's operating costs. So for a Sunday morning during the rugby session the Tigers, with suitably insured and trained volunteers, should run the Centre so as to improve the financial performance. Similarly, the afterschool sessions could be run in this way with the aim of reducing staff costs by around £15k.</p>	<ul style="list-style-type: none"> • Charging has not been discussed yet. Access will be prioritised for partner clubs delivering at site. • This management model is not something the council is currently exploring. 	<ul style="list-style-type: none"> • This needs of partner clubs will be discussed within the development of the steering group meetings. • No action.

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<p>Paragraph 19 – It is proposed that partners clubs will be required to;</p> <ul style="list-style-type: none"> • Input into the formulation of the site sports development plan • Deliver parts of the site sports development plan • Complete the monitoring and evaluation for their elements of the site development plan, submitting information via Upshot or similar. • Meet all sections of the community club and partner club criteria listed below. • Adhere to all guidelines for conditioned free and paid for pitch space. 	<p>What is the substance of the Site Sports Development Plan? Who agrees and signs off this Plan?</p> <p>Any data platform has to allow for the uploading of csv files from existing club booking systems and recognising any limitations the Clubs have in terms of GDPR. There also needs to be a process for agreeing what data is to be recorded.</p>	<ul style="list-style-type: none"> • This is agreed by the Partner clubs, FA, Football Foundation, council. It is agreed by all parties. It makes plans to ensure that good practice takes place on site, and that all parts of the community gain access. • The Football Foundation has a system for collecting data; we don't know its functionality or processes yet. 	<ul style="list-style-type: none"> • This will be discussed and agreed within the development of the steering group meetings. • This will be discussed within the development of the steering group meetings.
<p>Paragraph 20 - The list of partner clubs will be reviewed annually as part of the site steering group and facility development plan annual review process.</p>	<p>Please can you list all the plans that will apply to the Centre. So we have Site Sports Development Plan, Steering Group plan?, Facility Development Plan, Site Development Plan</p>	<ul style="list-style-type: none"> • The site sports development plan will be the overarching plan for increasing access at the facility. The terms of reference for the steering group will be developed with the stakeholders. 	<ul style="list-style-type: none"> • This will be discussed within the development of the steering group meetings.
<p>Paragraph 21 - Partner Clubs will have an input into reviewing the site development plan and their partner club status being maintained will depend on their continuation to help meet the objectives year on year.</p>	<p>There needs to be a mechanism for ensuring that there are a minimum number of partner clubs at the venue.</p>	<ul style="list-style-type: none"> • The partner clubs will be meeting quarterly and will be involved in conversations about everything to ensure it stays on track. If a number can't attend then meetings will be rescheduled. 	<ul style="list-style-type: none"> • This will be discussed within the development of the steering group.
<p>Paragraph 22 - Clubs no longer helping to meet the site developments plans objectives maybe replaced by an alternative club who match the criteria. This will be determined during the annual review and full 5 year review within steering group meetings.</p>	<p>How does this relate to Point 20 about annual reviews?</p> <p>What is the proposed dispute resolution mechanism where agreement cannot be reached?</p>	<ul style="list-style-type: none"> • The annual review will look at this point, but it will be discussed by the steering group. • Dispute resolution is not defined yet. 	<ul style="list-style-type: none"> • No action. • This will be discussed within the development of the steering group meetings.

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<p>Paragraph 23 - Community Clubs are all other clubs serving the local community and also meeting the community club criteria listed below, and in doing so will be eligible for the following;</p> <ul style="list-style-type: none"> Community rate prices Booking of the community space depending on availability 	<p>What is the community space?</p> <p>What kitchen provision does this include?</p> <p>What are the financial terms for this?</p> <p>What is the priority order for a community club booking vs a commercial booking?</p> <p>Will there be available storage space for community clubs? Will there be charges?</p>	<ul style="list-style-type: none"> It is a multi-purpose community room. There is a self-service kitchen included in the design of the project. No fees and charges have been set for the community spaces. The FA / Football Foundation will be working with the council to prioritise community club bookings. This has not been determined yet. 	<ul style="list-style-type: none"> Up to date plans to be shared with Burgess Sports. As above Timeframe for setting fees to be shared with Burgess Sports. No action. No action.
<p>Paragraph 25 - The new council sport and physical activity strategy has as a priority to improve the participation in physical activity by specific segments of the community, including children and young people. Therefore the council is formalising the previous 'free hours' agreement for partner clubs to apply to run programmes to reduce inactivity for this target group, with no facility cost. This will allow us to measure the impact of working with partner clubs with this approach.</p> <p>Applications will be made under the following guidelines:</p> <ul style="list-style-type: none"> Hours for the programme are between Monday and Friday, 9.00am-5.00pm. That the hours are for programmes catering for under 18's only. <p><i>Continued over</i></p>	<p>'with no facility cost' – I am not clear what this means. Can you clarify</p> <p>Again, priority should be 18U however; it is too restrictive to exclude future sessions which may target other groups such as pensioners, disabled, youth offending etc.</p> <p>Club links / performance pathway. Is this required for holiday sessions?</p> <p>Availability for booking – we understood that Partner Clubs have priority booking so there is no issue of non-availability. Can this point be removed</p>	<ul style="list-style-type: none"> It means free to hire. A timetable of activity for other target groups mentioned will be planned at the site. The 'free to use' times will be prioritised but not exclusive for children. All activities should be connected to or promote further local opportunity. This point refers to one partner club wanting space already booked by another partner club, and not non-partner clubs. 	<ul style="list-style-type: none"> No action No action No action No action

Paragraph 25 – Continued

- A partner club may apply up to a maximum of 27 hours per school holiday week.
- That a holiday week is defined as a Southwark state school holiday week, as detailed on the councils website.
 - Programmes are registered with OFSTED, have policies in place in line with OFSTED guidelines or have agreed child protection policies in line with the NGB and Southwark Council guidelines.
 - The event/holiday session can demonstrate clear exit routes through either club links, or player performance pathways;
 - There is availability for the booking during the period required.
 - Clubs will apply for the hours via an application process that will be reviewed annually.

Free holiday provision is restricted to 1 pitch at the site and can be allocated as one quarter pitch up to a maximum of the whole pitch for any individual Partner Club.

Holiday provision will be reviewed at the end of each holiday period. Partner clubs that booked free hours but did not meet the guidelines for holiday provision will not be allowed to access further free holiday provision that season. This will be reviewed annually in line with all other reviews.

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<p>Paragraph 26 - The new council sport and physical activity strategy has a priority to improve the participation in physical activity by specific segments of the community, including children and young people. Therefore the council is formalising the previous 'free hours' agreement for partner clubs to apply to run programmes to reduce inactivity for this target group, with no facility cost. This will allow us to measure the impact of working with partner clubs with this approach. Applications will be made under the following guidelines:</p> <p>Hours for the after school programme are between the hours of 3.30pm-5.30pm</p> <p>After school programmes are registered with OFSTED, have policies in place in line with OFSTED guidelines or have agreed child protection policies in line with the NGB and Southwark Council guidelines.</p> <p>The after school club will provide sports activity at the centre and are not to be used for non-physical activities.</p> <p>Activities must be of a nominal / reasonable charge to local residents and should only cover the costs of running the session and not to create profit.</p> <p>Provide activities for children aged four to eighteen years old.</p> <p><i>Continued over</i></p>	<p>Can you confirm how this section relates to previous agreements?</p> <p>Additional schools programmes open to all – we are not in agreement with this. As long as club membership is open (affordable available to all) then this is sufficient criteria. So, if a partner club puts on a 16U session older children are not going to want to play with beginners. The breadth of the programme is important, and will be agreed in the Site Development Plan each year, but the depth is also important. Older children are not going to be retained by general sessions and it is important that interested children are able to train multiple times per week to keep them in the sport.</p> <p>A clear definition of area available for free use needs to be included in the document:</p> <ol style="list-style-type: none"> 1. 3G with rugby impact layer 2. Xx number of changing rooms linked to above 3. 3G without rugby impact layer 4. Xx number of changing rooms linked to above 5. Community Usage area and what this covers (kitchen access) 6. Storage areas 7. Office area 8. Grass area (main pitch) 9. Grass area (residual next to MUGA) 10. Cricket pitch 	<ul style="list-style-type: none"> • The 'free hours' allocation in the old Football Foundation bid is being adapted for partner clubs and is outlined as Free hours. • We want an open to all policy which includes all children and young people. These sessions are not to enable partner clubs to work solely with their players. <p>Differentiation of ability is possible within an open session so better players can still enjoy a session with people of a lesser ability.</p> <ul style="list-style-type: none"> • This paper has focused on the revised free access to the 3G sports pitches which are in the original Football Foundation agreement. All other bookable spaces are out of scope of this document. <p>Discussion will take place with the partner clubs around their supplementary needs such as changing spaces, storage etc.</p>	<ul style="list-style-type: none"> • An explanation of the old agreement will be shared with Burgess Sports. • No action • This will be discussed within the development of the steering group meetings.

<p>Paragraph 26 – Continued</p> <p>Free After school provision is restricted to 1 pitch at the site and can be allocated as one quarter pitch up to a maximum of the whole pitch for any individual Partner Club.</p> <p>Partner clubs may apply for up to a maximum of four hours per school term time week, each week.</p> <p>After school free hours is to support additional after school programmes open to all, and not to be used as part of a sports clubs existing structure and restricted to club members only.</p> <p>That a school term week is defined as a Southwark state school term week as detailed on the councils website.</p> <p>Clubs will apply for the hours via an application process that will be reviewed annually.</p> <p>[Note - The terms and conditions of hire are adhered to throughout the booking period.]</p>	<p>11. Cricket nets 12. MUGA and floodlighting (assumed free at all times)</p> <p>Some sort of facility diagram with a key could be useful to avoid any ambiguity.</p> <p>We are not in agreement with the allocation of only one pitch to partner clubs and we also need clarity about the other areas to be offered. We would like to discuss how the maximum impact could be made</p> <p>3:30pm to 4pm is only useful for set up time not for delivering sessions as it does not allow adequate travel and changing time for children to be on the pitch. It is misleading to claim that 2 hours of hours are being provided. Our view is that free hours should be in operation M-F 4pm to 7pm.</p> <p>Non-physical activities – what physical activities can be conducted at the Community Space? If the community space is included as part of the clubs booking then this may include non-physical activity, e.g. children doing homework before the start of a session.</p> <p>“Profit” – this definition is too vague. Charities and social enterprises (CICs) do not create a profit in a commercial sense; there are no disbursements to owners. However they must cover their costs and these costs are wider than the sessional costs and include the normal overheads of telecoms, insurance, NGB affiliations, transport for matches, events, prizes and awards, kit, bank and similar</p>	<ul style="list-style-type: none"> • Allocating more than one pitch could prohibit school/university use, or other income generating activity to make the site sustainable. Usage will be reviewed annually in steering group meetings. • Allocating free activity to run from 4pm – 6pm is feasible. Later than this can damage the sustainability of the site. • Access and activity in the community room space has not been discussed yet. Discussion with partner clubs about their needs will take place. • The definition will be made clearer with partner/community clubs when they are engaged in the programming of the new site. Surplus that is used to re-invest in the running of a club/organisation is reasonable. We agree that financial transparency is likely to be needed. 	<ul style="list-style-type: none"> • No action • The paper will be updated with free access for partner clubs to be granted 4pm-6pm. • This will be discussed within the development of the steering group meetings. • This will be discussed within the development of the steering group meetings.
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<p>Paragraph 26 – Continued</p>	<p>charges, web and IT costs, marketing etc as well as the potential delivery of sessions and fixtures outside of Burgess Park. In addition, the Charity Commission recommends that organisations retain reserves of 3-6 months of turnover. Charities and social enterprises should be operating on full cost recovery and aiming to hold appropriate surpluses. Wording is needed to require partner and community clubs to commit to full financial transparency including all payments made to coaching staff and the hourly rates used. The easiest way to do this would be present full (not abbreviated) accounts at the end of each year. This does introduce a retrospective element to some of this. This could be mitigated by a provision for a Steering Group to request monthly management accounts where a concern has been raised. The rationale is that the provision of free hours does not undercut the requirement of management and Trustees to run their organisations in a sustainable manner.</p> <p>Change wording to Priority for ages 4-18. There should be some scope for provision of free hours should an appropriate session be run for groups outside this age range.</p> <p>No need for a cap per Priority Club. It is very important that these hours are delivered and if one Club is in a stronger position to deliver hours then this should be done. A mechanism is needed to allocate hours equitably between groups if the number of sessions exceed availability.</p>	<ul style="list-style-type: none"> • The site development plan will account for other target groups. Children and youth will be a top priority. • This sets a principle to ensure that no one organisation dominates total availability. It will be down to partner clubs to arrange equitable access and flexibility through the steering group discussion. 	<ul style="list-style-type: none"> • This will be discussed within the development of the site development plan. • This will be discussed within the development of the steering group meetings.
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<p>Paragraph 26 – Continued</p>	<p>Apply for the hours – again the presumption has to be that the Operator and the Partner Clubs are committed to delivering these hours. We are concerned that a future Operator has a financial incentive to restrict free hours so it must be clear that the presumption is always for the full allocation of these hours. Can you define what the Allocation process is and how this relates to the other Plans for the site.</p>	<ul style="list-style-type: none"> • The free hour access will not be a part of the programme of use that the operator can overrule club access. Unclaimed free hour time could be released if no partner clubs plan an activity for it. 	<ul style="list-style-type: none"> • This will be discussed within the development of the steering group meetings.
<p>Paragraph 27 – Partner Clubs have a 3 month booking period from the start of the season to book and secure the free hours for after school programmes.</p>	<p>Not sure what this means? What is the definition of a season?</p>	<ul style="list-style-type: none"> • Advanced booking will be made available at all necessary times; whether this is termly, in advance of a sports season (e.g. football Sept-May) etc. 	<ul style="list-style-type: none"> • This will be discussed within the development of the steering group meetings.
<p>Paragraph 28 - After this 3 month period if partner clubs are unable to use these hours or do not meet the criteria then the hours will be released through the booking system for the council to work with community partners to create activities contributing to the site development plan / council physical activity strategy, or other community groups to hire at the community rate.</p>	<p>Collectively these free hours need to be delivered. It is important that the pitches should never be left empty. However, there should be an equal requirement for a mechanism that releases all slots without a commercial booking back into free use.</p> <p>A 3-month period seems a cumbersome way to do this and we should come up with a collaborative way to do this so that the maximum amount of commercial income is obtained for the Centre together with the maximum use of pitches where a commercial booking does not exist.</p>	<ul style="list-style-type: none"> • The steering group activity will be planned in advance which should enable available times for other activities to be booked in. The activities that target people in the site sports development plan will be prioritised. If no plans are possible then other activity including commercial bookings could be considered. 	<ul style="list-style-type: none"> • When a management model is in place this can be discussed.

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<p>Paragraph 29 - Free hours will be reviewed annually, clubs no longer meeting the after school or holiday free hours guidelines will lose their allocation.</p>	<p>The presumption has to be that collectively these hours have to be delivered to meet the policy obligations for the Centre which underpin the investment of so much public money, whether from the Council or Football Foundation. It is not appropriate for organisations to lose allocations. So if Burgess Sports does not run a holiday camp one year but a football club does then there is no need to exclude Burgess Sports in future years. The Steering Group should have a remit to ensure the maximum provision of free hours without arbitrarily exclusions.</p>	<ul style="list-style-type: none"> This enables people not meeting partner club objectives to be reallocated as a community club. <p>This principle benefits the partner clubs committed to the site development plan.</p> <p>There is not an expectation that all holiday periods will require each partner club to deliver activity.</p>	<ul style="list-style-type: none"> This will be discussed within the development of the steering group meetings.
<p>Paragraph 31 - Provide a quarterly report providing attendance numbers, unique participants, social- demographic data and an update on the outcomes of the scheme as provided from the initial application form.</p>	<p>This should relate to point 19</p>		<ul style="list-style-type: none"> No action
<p>Paragraph 32 - The council and the Partner clubs will create a site development plan with the help of the London FA and Football Foundation. The plan will cover areas such as broad objectives of the site, ensuring quality delivery and experiences, making the site inclusive by reaching a range of target groups. It will also seek to retain current participants and engaging new ones, evidencing its impact and reach, and can be delivered sustainably in the long term. The partner clubs have a key role in delivering the site development plan which will be reviewed annually by a center steering group, with a comprehensive review every 5 years.</p>	<p>See earlier note about overall clarity regarding the various policies, who develops them, sign off and monitoring, note reference in Section 34 to a partnership Service Level Agreement.</p>	<ul style="list-style-type: none"> All of the development related to who will become partner clubs, the site steering group roles and responsibilities will be developed in preparation for the Football Foundation bid (May 2019). <p>Once developed the partner clubs, council, FA and Football Foundation will sign an SLA based on the details of the above.</p>	<ul style="list-style-type: none"> This will be discussed within the development of the steering group meetings.

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Paragraph 40 - The council commits to setting out a clear definition and criteria for community clubs (in points 38-48) / with partner clubs additionally meeting the criteria in points 15-26.	Is this para needed?	<ul style="list-style-type: none"> Want to keep this in. 	<ul style="list-style-type: none"> No action
Paragraph 41 - The council will set up a Burgess Park Sports Centre steering group to meet on a quarterly basis, with the aim of working collaboratively to review the operation of the site, the development plan, evaluate and measure impact. This group will be set up with Terms of Reference agreed by the Football Foundation.	Are there TOR from other sites available?	<ul style="list-style-type: none"> The Football Foundation will lend TOR and models from other sites to help Southwark develop its own. 	<ul style="list-style-type: none"> This will be discussed and shaped within the development of the steering group meetings.
Paragraph 44 - Organised - A Voluntary and Community group has a structure with rules about how the group is organised and governed.	Need to be explicit. Will this preclude certain organisational structures such as limited companies?	<ul style="list-style-type: none"> Everyone will be treated on a case by case basis. 	<ul style="list-style-type: none"> No action.
Paragraph 45 - Voluntary - Voluntary and community groups are governed by a voluntary management committee and rely on the support of volunteers to carry out their activities	This is far too restrictive a definition. What definition of a community group is the Council using that precludes payments to coaches or other staff? The important point is the affordability criteria for end users along with the quality of delivery.	<ul style="list-style-type: none"> We have not stated that coaches can't be paid, committee members should not be paid. Everyone will be treated on a case by case basis. 	<ul style="list-style-type: none"> No action
Paragraph 46 - Self-governing and independent - Voluntary and community groups are independent and are free to appoint their own management committee.	Independent of what? How would this relate to something like the Millwall Community Foundation?	<ul style="list-style-type: none"> The views and best intentions for participants of a club should not be unreasonably controlled by any individual or controlling organisation. Everyone will be treated on a case by case basis. 	<ul style="list-style-type: none"> No action

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Paragraph 48 - Not for Profit - No one from within the group will profit from the group. For example, committee members should not be paid for their work and any profits generated should be reinvested in sustaining the club.	See earlier comment about problems with the definition of a profit. The Charity Commission does not allow payments to Trustees for their role as a Trustee but does allow Trustees to receive payment for non-related services (such as coaching) provided this is at a market rate.	<ul style="list-style-type: none"> We agree with this. 	<ul style="list-style-type: none"> No action
Paragraph 49 - Open to all - A community club is non-exclusive and open to the whole community to access unless proving a need to accommodate a specific age group, gender or target group	This is too vague a definition to be useful.	<ul style="list-style-type: none"> This will be explained to the site users when identifying partner / community club status of site users. 	<ul style="list-style-type: none"> No action
Paragraph 50 - Public/community benefit - The group will carry out activities which benefit a particular group of people within the local community, and do not discriminate.	What legal structure would allow a group to discriminate? Is this paragraph needed? Danger we are conflating targeting and discrimination.	<ul style="list-style-type: none"> People are discriminated against and we want to ensure that this is not tolerated. 	<ul style="list-style-type: none"> No action
Paragraph 51 - Pricing Policy - A club/group can charge different fees for different types of members / participants, like juniors or students, as long as they're not discriminating against particular groups or individuals.	Is this para needed? Discrimination is not acceptable in any circumstance but it is routine for commercial and non-commercial organisations to vary charges.	<ul style="list-style-type: none"> This could be a way of inhibiting access to what should be open to all community activity. 	<ul style="list-style-type: none"> No action
Paragraph 52 - Pricing cap - Their will be a cap on what a community organisation can charge their participants to ensure that activity remains affordable. (continued over)	We would like to link this back to the earlier discussion about profit as the definition of what is or isn't an excessive fee is not simple.	<ul style="list-style-type: none"> The steering group will have a role in determining what a fair pricing policy is and where challenge may be necessary. 	<ul style="list-style-type: none"> This will be discussed within the development of the steering group meetings.

<p>Paragraph 52 - continued</p> <p>This ensures that no organisation is charging excessive fees to generate income. This will be reviewed annually and agreed in conjunction with the steering group, local authority and sport NGB's.</p>	<p>We would rather frame this discussion in terms of a requirement for financial transparency and define an appropriate role for the Steering Committee to enforce this.</p>	<ul style="list-style-type: none"> We agree with financial transparency. 	
<p>Paragraph 53 - Evidence to prove an organisation meets these criteria will need to be supplied to the local authority in order to award the club partner/community club status. The evidence that is required will be outlined in publications prior to new criteria being implemented.</p>	<p>Too vague? What is it the Council wants or needs here?</p>	<ul style="list-style-type: none"> Governance documents will be requested as per the current minimum standard checks. 	<ul style="list-style-type: none"> This will be discussed within the development of the steering group meetings.
<p>Paragraph 55 - Clubs should already meet our minimum requirements in order to book the site and access the community rate. The new criteria for partner clubs will be helping to implement the objectives of the site sport development plan.</p>	<p>Are we jumping from Community Clubs to Partner Clubs here?</p>	<ul style="list-style-type: none"> This is trying to define the difference between community and partner clubs. We will make clear when discussing with clubs. 	<ul style="list-style-type: none"> This will be discussed within the development of the steering group meetings.
<p>Paragraph 56 - Partner clubs will be required to supply data collection on agreed time scales to help meet the local authority and Football Foundation required monitoring information. This information will be collated by the site operator.</p>	<p>Potential Duplication – can we include M&E requirements in one place.</p>		<ul style="list-style-type: none"> No action

Reference in document	Burgess Sport Comment	Officer comment	Action
Paragraph 57 - The agreed future programme of use will be approved by the Football Foundation and will prioritise the development of community football, but will be subject to creating a financial model which protects the future sustainability of the site.	<p>Again, can we have one section related to the various reports and approvals which will govern the operation of the Centre and the requirements on the Operator, Partner Clubs and Community Clubs. Perhaps a diagram to contextualise all this is needed?</p> <p>Financial sustainability – we would like to work with the Council to strip out as many costs as possible.</p>	<ul style="list-style-type: none"> This will be explained and made clear in the Football Foundation application process, development of site development plan etc. Business modelling is already being done for the Football Foundation bid. 	<ul style="list-style-type: none"> This will be discussed within the development of the steering group meetings. No action
Paragraph 59 - Ensuring priority booking is made available to key partners to hire facilities at an affordable rate. This sets a new precedent to secure community access at a site. This should increase Burgess Park and sports centre visitor numbers.	We have mentioned our thoughts on this area in relation to schools usage as well as not only the need to fully utilise the Partner hours (and to release them for commercial bookings if not needed) and similarly to put in place a mechanism for the Steering Group to release hours where no commercial booking is in place.	<ul style="list-style-type: none"> When a management model is known then processes for releasing bookings can be discussed with the partner clubs. 	<ul style="list-style-type: none"> No action
Paragraph 62 - Maintaining booking rates at benchmarked lower rates will help to keep the sports and physical activities at affordable levels.	Is there an explicit threshold that is being aimed at? Bottom 10% in relation to benchmarked sites? Will commercial bookings be treated differently?	<ul style="list-style-type: none"> The booking rates are benchmarked with other similar London local authorities to ensure that prices are competitively set whether community discount or commercial. 	<ul style="list-style-type: none"> No action
Paragraph 63 - The principles outlined in this IDM will take effect on the day the redeveloped Burgess Park Sports Centre facility opens for community use.	Can we have some information on duration of agreement(s).	<ul style="list-style-type: none"> The principles of the IDM will hold until a time when another IDM is created to change them. There are no plans to do this. 	<ul style="list-style-type: none"> Update Burgess Sports on the duration of the agreement.
Paragraph 76 - Staffing, subsequent maintenance and any other costs connected with this report to be contained within existing parks and leisure division revenue budgets.	What is the approach of the Council in terms of generating a surplus from the site?	<ul style="list-style-type: none"> The decision on re-investing a surplus is still to be determined with the Football Foundation. 	<ul style="list-style-type: none"> Update Burgess Sport on this development when known.

