

**sportscotland**

**Building for Sport Programme**

# Guide to Project Development

# Table of Contents

## Introduction

- 1 **Project co-ordination**
  - The project committee
  - The project liaison officer
  
- 2 **Starting to plan**
  - The business plan
  - Look outwards
  - Look inwards
  
- 3 **Developing a project brief**
  - Refurbish or start from scratch?
  - Project brief checklist
  - Keeping people informed
  
- 4 **Planning permission and other legal requirements**
  - What needs planning permission
  - When to apply
  - Developments undertaken without planning permission
  - Where to go
  - Consultants
  - How to apply
  - Full planning permission
  - Refusal of planning permission – how to appeal
  - Building regulations approval
  
- 5 **How to build**
  - The traditional method
  - Design and build
  - Develop and construct
  - Package deals
  - Self build
  - sportscotland's** overall verdict
  - European regulations
  
- 6 **Professional advisers**
  - Choosing a professional advisers
  - Professional fees
  
- 7 **Design**
  - Briefing your advisers
  - Working up the design
  - Provision for people with a disability
  - The design in more detail
  - Design quality
  - Why quality matters
  - Approving the design

**8**      **Getting the costs right**  
Estimating capital costs  
Funding the capital costs  
Tenders

**9**      **Building**  
On site  
Payment  
Insurance  
Completion  
Defects  
After the opening

**Introduction**

## Why project development is important

The National Lottery creates a wonderful opportunity to make massive improvements in the nation's sports facilities. **sportscotland** wants to see the development of high quality, safe, well-designed facilities which will attract people to sport and help them enjoy it. We are determined that people will be able to look back with pride at the facilities and sports opportunities created as a result of their purchase of lottery tickets. And of course we need to be sure that the **sportscotland's** money is well spent.

We are expecting hundreds of applications each year. This booklet is about trying to make sure your project has a good chance of succeeding. If you want to maximise your chances, please take time to read it before you apply. Taking your application seriously – something that needs preparation and long-term planning – is a key to success.

The booklet is to help you make sure that:

- You understand the process of developing a project
- Your project will meet your long-term needs and those of your local community
- Your new facilities will be designed to high standards and built to last, so that you will continue to be proud of them for a long time to come
- You are confident you can afford to manage and maintain your new facilities before you build them
- Your project will be ready to start soon after you submit your application

Many applications to **sportscotland** will come from voluntary bodies. This booklet is intended particularly for volunteers and those without recent experience of developing major capital projects – for example, committee members of local sports clubs and school board. However, we hope that all applicants will find it useful. It cannot replace professional advice tailored to your own particular needs, but it gives an overview of the project development process and the need for that professional advice. It should also help you decide what sort of professional advisers you should appoint and to work effectively with them. We suggest that you start by reading through the whole of the booklet and then turn to specific chapters and sections as you need them.

The first seven chapters deal with the groundwork behind a good Lottery application – project coordination, making a business plan, developing a project brief, planning permission, choosing a building method, choosing and working with professionals on design, etc. Chapters 8 and 9 deal with the detailed costing and the management of the building process itself. There is a summary of

key points at the end of each chapter.

This is not necessarily the order that you will follow for your particular project. But the plan of work on page 48 sets out who does what at each stage of the process, and is a useful progress chart. On page 54 is a list of addresses that could be useful in working on your project.

At almost any point in developing a project, you may need information about the particular requirements of your sport, or about a specialised building for sport. **sportscotland** have prepared a series of Technical Digests that give clear, concise, comprehensive and up-to-date information on the specialist aspects of sports facility provision. They are intended to promote value for money allied with quality in all new and refurbished sports and recreational facilities.

## Important Note

### Please read carefully

It will be a condition of any application to **sportscotland** for funding that the applicant has read, understood and accepted the following:

- 1 These guidelines and **sportscotland**'s policies on funding are subject to change from time to time, including variations required to comply with Governmental directions on the application of funding. **sportscotland** reserves the right to amend, supplement and/or discontinue at its absolute discretion, for whatever reason, any or all of the policies, criteria and application procedures set out on this publication.
- 2 All applications are made entirely at the applicants sole risk and **sportscotland** shall not be liable to any applicant or any other party in respect of any loss, damage or costs of any nature arising directly or indirectly from:
  - a. The rejection for any reason of any application or any matter arising therefrom; and/or
  - b. Any delay in processing any application howsoever arising.
- 3 All decisions as to the acceptance or rejection of applications are at **sportscotland**'s sole discretion.
- 4 **sportscotland** has used its best endeavours to provide clear and helpful guidance for potential applicants for funding. **sportscotland**, its servants or agents shall not, however, at any time in any circumstances be held responsible or liable in relation to any matter whatsoever or howsoever arising in connection with the development, planning, construction, operation, management and/or administration of individual projects.

We suggest you create a project committee with one of its members designated as the project client liaison officer.

## Section 1

### Project Co-ordination

Effective project co-ordination is the key to a successful project. Most sports organisations are run by committees, and they must have their say when a new development is being planned. But not all project co-ordination can be done properly by a committee because there will be times when rapid decisions are needed. And it is always desirable to have a single point of contact between a client and design team – and with us when you apply for funding. Without that, there is danger that different people will be giving conflicting instructions. So how can you ensure effective project co-ordination?

#### The project committee

Your existing general or other committee probably has more than enough to do without taking on a major new project. Instead, form a special project committee of a handful of people – probably four or five at the most – and give it the job of drawing up the project brief and dealing with your professional advisers. The role of the project committee is likely to include:

- Identifying trends in your sport or recreation
- Contacting other clubs and visiting them if necessary
- Brainstorming about the club's needs
- Selecting professional advisers and agreeing their role and fees
- Discussing design issues with the professional advisers
- Agreeing the design proposals, subject to approval by the club
- Co-ordinating any special general meeting that may be needed
- Planning or co-ordinating fund-raising activities

For large projects you might find it necessary to give individual members of the project committee specific tasks – finance, for example, or drawing up the business plan. But there should always be one overall client liaison officer.

#### The project client liaison officer

Appoint someone from the project committee as your client liaison officer, to be responsible for issuing instructions to professional advisers and all correspondence in connection with project. Give him/her the authority to make day-to-day decisions on behalf of the project committee. Ideally, that person will see your project through from start to finish. But in case that turns out to be impossible, good records and files will obviously be essential for whoever takes

over. It is important, therefore, that you choose as client liaison officer someone who is well organised and able to keep records up-to-date and accurate.

The main tasks of the client liaison officer are likely to be:

- Contacting the local planning department to check any policies which may apply to your site
- Contacting the local authority department responsible for leisure and recreation and studying its sport and recreation strategy
- Finding out from governing bodies for sport if they have a national or regional development plan or specifications for facilities such as the ones you are proposing
- Liasing with the club's solicitor
- Contacting local schools and the local education authority
- Drafting your club's business plan
- Drafting the project brief for approval by the project committee
- Informing neighbours and the landlord (if any) of the proposals
- Applying for planning permission (unless done by professional advisers)
- Appointing and instructing professional advisers, in writing
- Providing day-to-day liaison with the professional advisers
- Liasing with the club's bank over borrowing arrangements
- Keeping the club's insurance company informed
- Signing the building contract on behalf of the club
- Making sure regular payments are made to the contractor
- Arranging for the handover of the finished facility (and possibly an opening ceremony)

Do not be daunted by the length of this list: you will find advice on all of these tasks in this booklet.

Nevertheless, the client liaison officer is normally the key person in the process and a significant amount of time will be needed to do the job properly. The ideal person will:

- Know the club and its requirements intimately
- Have enough free time to take on the job and see it through
- Be able to make phone calls during the working day
- Have access to a computer or clerical help
- Be a good administrator and a good communicator
- Have some knowledge of building projects

Choosing a project manager is just like choosing any other professional adviser; advice on how to do so is given on page 24.

If you cannot find someone in the club able to take on this job, or you think it is too big to be handled properly by a volunteer, do not try to muddle through. You run the risk of wishing you had never started the project if things go wrong and bills start to mount up. Instead, consider appointing a **paid project manager** as your co-ordinator. How?

- You need someone who can understand your sport and how your club operates so that they can make sensible decisions on your behalf.
- Ask your governing body if they can make any suggestions or know of club which have used a paid project manager. As more sports bodies develop new facilities with funding from **sportscotland** it is likely that some will decide to use a project manager and governing bodies will probably get to hear of them
- A local leisure and recreation consultant may be able to take on the job.
- Your local authority may be able to give some guidance.
- Alternatively, specialist firms are listed under Project Management Services in **Yellow Pages**.

#### **Summary: Project co-ordination**

- 1 Appoint and project committee.
- 2 Appoint a project client liaison officer – someone with the time and skills to do the job
- 3 Give the project client liaison officer the authority to make day-to-day decisions.
- 4 If you cannot find someone within your own organisation, consider using a paid professional; the cost should be low compared with the cost of the project going wrong.

## Section 2

### Starting to Plan

Management should start, not after the opening ceremony, but when you decide what you want to do and why.

How do we decide which projects to back with funding? We have been directed by the government to take account of ‘the need to ensure that money is distributed for projects which promote the public good, including the widening of opportunities to participate in sport’. For obvious reasons, we also have to be sure that you will be able to manage and maintain the new facilities.

Which applications are we most likely to support? Obviously, those which are well thought out, with no loose ends; those which will attract more people of all ages to take part in sport; which allow clubs to expand and their members to improve skills; improvements which create a sound base for future development and long-term viability. Do not think of **sportscotland’s** funding simply as a source of money for your club. Instead, think of how you want your club to develop, and concentrate on what is possible; do not waste time dreaming impossible dreams.

Our Lottery application form asks you to set out the benefits you expect from the project. It is important that these predictions are realistic – not least, because each year we will be reviewing the success of projects assisted through the Lottery. Yet, in the early stages of thinking about a possible project, it is tempting to put your best efforts into planning new facilities and less into how you will run them – that is, **management**.

Management should start, not after the opening ceremony, but when you decide what you want to do and why. This is the point when you take on the commitment, in principle, to pay interest costs on any capital you may need to borrow, the operating and maintenance costs of whatever you build or buy, and possibly the need to take on staff. So management has to be on your agenda from the very start. And that should mean a **business plan**.

#### The business plan

If you do not have a business plan already, this is time to start drawing one up. It will be as useful as your ideas develop and you have to decide how to run your new facilities. It does not need to be a long document – more a simple blueprint for what you want to achieve and how you plan to do it, backed by realistic financial estimates. It will also help with continuity in the way you run your organisation and with checking progress against pre-determined targets. New club officials will also find it helpful to be handed a simple, well-considered plan when first elected.

Do not forget the basic questions that you need to ask yourself to check you are eligible to apply for Lottery money – see the Application Pack

Most small clubs will be able to draw up a business plan themselves, although some will need professional help, for example from a leisure and recreation consultant or an accountant.

There is no standard format for a business plan, although finance is probably the key element – particularly if you want to borrow money from a bank to pay your share of the costs of your project. The chart on the following pages lists some of the things you might need to consider when drawing up a business plan. It also contains a checklist which may be helpful when you start to draw up financial estimates.

In general, there are six useful headings for a business plan.

- What do we hope to achieve?
- Why do we want to do it?
- When do we want to do it?
- How do we intend to do it?
- How will we pay for it?
- How will we measure success?

Answering these business plan questions means looking at what is going on around you, and at your own club.

## **Business planning for your club**

### **Catchment Area**

- Where do most of your users live?
- If you want to attract new members, in which areas will you be most likely to find them?

### **Sports Activities**

- What sports do you offer now?
- What sports will you offer in the future? Why?
- What teams do you run now?
- What teams do you want to run in the future?
- Which leagues will they play in?
- Are there any league rules which will affect your project?

### **Other Nearby Clubs**

- What other clubs are there in the area?
- Are they more or less successful than you? Why?
- How do your facilities and charges compare with theirs?
- Are they planning to improve their facilities or make any other changes?
- Are there opportunities for working with others rather than competing with them?

### Membership

- What are your membership trends over say the last five years?
- What will happen if these trends continue?
- Do you need to try to attract any particular types of member? How will you do it?
- Do you have an equal opportunities membership policy?

### User Profile

- Do any non-members use your facilities? Could they?
- What ages are your members or users?
- Are they male or female?
- How many are disabled?

### Promotion

- How do people get to hear about you?
- What is their image of you?
- Do you have enough publicity?

### Pattern of Use

- Who uses your facilities, when and why?
- What is the programme of use of your facilities?
- When are your facilities most heavily used and least?
- How could you increase the use of your facilities?
- What impact would that have on your income and expenditure?

### Legal Matters

- Is your constitution up-to-date or does it need changing? How?
- Do you have adequate security of tenure?
- If you are planning a bar, will you be able to get a licence?

### Committee Structure

- Will your committee structure and responsibilities need changing in order to manage your new facilities? How?

### Staffing

- Will you need to take on any new staff? If so, for what duties and for how many hours each week?
- Who will staff report to?
- What will be their job description?
- What will be their terms and conditions?
- What training will they need and how will you provide it?

### Club Finances

- What are the trends in the club's financial affairs?
- What will happen if existing trends continue?
- Do you have adequate reserves for unexpected major expenditure?

- Are your financial records up-to-date and adequate?
- Do you have a depreciation account or sinking fund to pay for future replacements?

#### VAT

- If you are not already registered for VAT, will you need to become so? (the limit for registration usually changes each year in the Budget)

#### Cash Handling

- Will you need to introduce new cash handling procedures?

#### Security

- Is security adequate at present?
- How might it be improved?
- Should the keyholder system (if any) be reviewed?

#### Insurances

- What insurance do you have at present? Is it adequate?
- What insurance will you need? What will it cost?

#### Information Technology

- Do you make use of computers for such things as membership records, accounts and budgeting?
- Do you need to upgrade your software or printer?

#### Coaching

- What coaches do you use?
- What coaches will you need?
- Where will you get them?

#### Links with Schools

- Do any schools use your facilities now?
- Might they in the future? How much? When?

#### Booking Procedures

- Will you need to introduce new booking procedures?

#### First Aid Facilities

- Do you have adequate first aid facilities?

#### Smoking

- Do you allow smoking? Should you?

#### Opening Hours

- When are you open at present?
- When will you open when your new facilities are in operation?

#### Future Maintenance

- How long will it be before you existing or new facilities need major expenditure?

#### Fire Certificate

- Do you need one?

#### Health and Safety

- Do you have a written Health and Safety policy?
- Have you checked out the legal requirements?
- Are all your members and staff aware of the policy?

In addition, here's a checklist of possible headings to use when preparing an income and expenditure budget for your new facilities.

### **Income**

#### Subscriptions and Entry Fees

- Entry fees
- Adult
- Junior
- Family
- Covenants
- Other

#### Court, Match or Green Fees

- Court fees
- Match fees
- Green fees

#### Hire Charges

- Casual users
- Schools
- Organised groups
- Locker rental

#### Sale of Goods

- Clothing and equipments
- Bar supplies
- Food supplies

#### Miscellaneous

- Donations
- Gaming machine income
- Payphone
- Advertising
- Sponsorship

#### Interest on Investments

- Bank interest
- Investment interest

#### Fund Raising

- Special promotions and events
- Ongoing fund-raising

Some sports may have additional sources of income, for example sailing clubs may generate mooring or dinghy parking fees.

### **Expenditure**

#### Staff Costs

- Salaries and wages
- National insurance contributions
- Recruitment expenses
- Training costs
- Uniforms and laundry
- Travelling and subsistence

#### Property Costs

- Rates
- Repairs and maintenance
- Eventual replacement
- Furniture and equipment
- Electricity
- Gas (including liquefied gas), oil or solid fuel
- Cleaning materials
- Burglar alarm maintenance

#### Goods for Resale

- Clothing and equipment
- Bar supplies
- Food supplies

#### Ground Maintenance

- Fertiliser and other chemicals
- Top dressing
- Paint
- Fuel
- Equipments repairs and maintenance

#### Match Costs

- Clothing and equipment
- Transport
- Hospitality

#### Insurances

- Employer's liability
- Premises
- Contents
- Loss of income
- Public liability
- Clerical wages

#### Administration

- Computer supplies and software
- Postage
- Telephones
- Printing and stationery
- Photocopying costs

#### Marketing and Promotion

- Publicity and advertising
- Public relations
- User surveys
- Design and print costs

#### Professional Fees

- Legal fees
- Audit fee

#### Gaming Machines

- Rental
- Licences

#### Finance Costs

- Bank charges
- Bank loan interest payments
- Bank loan capital repayments
- Brewers' loan interest payments
- Brewers' loan capital repayments
- Other loan payments

#### Miscellaneous

- Stocktaking fee
- Liquor licence

#### Tax

- Corporation tax
- VAT

Begin by looking outside your organisation. You might well begin with trends in your sport or recreation. Is it growing in popularity, static, or declining?

## Looking outwards

Begin by looking outside your organisation. You might well begin with trends in your sport or recreation. Is it growing in popularity, static, or declining? Why? How is it changing? The country or regional governing body for your sport may be able to tell you. Some also have regional development plans which identify their key priorities. There may also be some more general trends to take into account. For example, if you are involved in countryside recreation, obviously you will want to ensure that your proposals will not damage the environment or reduce other people's enjoyment of it. What aspects of the sport is your **governing body** anxious to promote – perhaps increased participation by under-represented groups? What are the implications for you? If you work with your governing body, you are more likely to attract tournaments or coaching courses – and new members. Rugby or soccer clubs, for example, might spot an opportunity to form women's teams; many clubs may think it desirable to put more emphasis on juniors/juveniles.

Speak to other clubs or sports organisations in your area. What are their plans for the future? They might be planning something similar to you or thinking of forming a new section to provide facilities for your sport. It might make sense to amalgamate and undertake a bigger and probably better development than either of you could afford on your own, possibly on a new site.

This raises the question of **planning**. Planning authorities control the use and development of land. If you want to change the use of a piece of land, to build or alter a building, or create a new access to an area of water, you will probably need planning permission. This process is dealt with in Chapter 4. But right at the outset, contact your local planning department – listed in the phone book under your local authority – to find out if any planning policies affect you. They may be in the **local plan**. You can inspect it in the planning department and speak to planning officers about your site. They will be able to give you some initial advice on what is likely to be acceptable. It can be a good idea also to make contact with the department responsible for **leisure and recreation** in the local authority – again, listed in the phone book. Some will give advice or even grants; officials will probably have a pretty good idea of local trends or developments that will affect you. For example, schools and hockey clubs will be particularly interested to know if there are any proposals for synthetic pitches in their area. In addition, the local authority might be interested in promoting your sport; if so, you might benefit from a partnership. An increasing number of local authorities have a sport and recreation strategy (sometimes as part of a wider leisure strategy) which sets out what they want to achieve and how they plan to do it.

Try to set yourself some easily understood targets, expressed as much as possible in numbers. What gets measured gets done.

Finally, what about your local **schools**? Many clubs make close links with schools and colleges because it can both benefit the school – for example, by providing coaching or facilities for their pupils – and help the club attract new junior members. This may be particularly important for countryside and water activities such as canoeing and sailing.

## Look Inwards

Once you know what is going on around you, take a long, hard look at yourselves. Always go for the long-term view – not just a reaction to the most obvious problems. Think carefully about how you want to develop in the future, remembering that the funding available from **sportscotland** may let you think the previously unthinkable. The key question is: ‘What sort of organisation do we want to be in five or ten years from now?’

One good way of starting is to draw up a SWOT list – a summary of your Strengths and Weaknesses, and the Opportunities and Threats facing you. A brainstorming session involving your project committee may result in valuable new thinking. Initially your SWOT list is likely to be quite long; if so, decide which are its most important items and concentrate on them. You may find that your real, underlying needs are different from the obvious ones. Do not look only in terms of facilities such as buildings or pitches; give equal consideration to things like the club’s accounts over the past few years, membership trends, how well your teams are doing, your constitution, your committee structure and how you will raise your share of the capital cost of any project.

Try to set yourself some easily understood targets, expressed as much as possible in numbers. What gets measured gets done. For example:

- To increase the number of adult members from 100 to 150 within one year of the opening of the new gym.
- To start a junior section and attract at least 25 members by the end of next year.
- To start a women’s football team, drawn from a squad of at least 14 players, by the start of the next season.

Setting clear targets like this will help you decide how you can achieve them and also provide a means of checking progress. If you know you need 50 new members to pay the bills, but have attracted only 25, you know you have to redouble your efforts or find some other way of raising the cash. Alternatively, if you have 75 new members, it is a walkover and you should have some spare income to spend.

Finally, do not forget the basic questions that you need to ask yourself to check you are eligible to apply to **sportscotland** for funding: study the criteria in the separate Guidelines to applicants booklet enclosed in the Application Pack.

## **Summary: Starting to plan**

- 1 Work out what the club wants to achieve.
- 2 Find out the national and local trends in your sport.
- 3 Establish your governing body's priorities and how you can benefit from them.
- 4 Talk to other sports organisations nearby; find out what they are planning.
- 5 Find out what planning policies apply to your site.
- 6 Establish what the local authority sport and recreation strategy says.
- 7 Investigate opportunities for working in partnership with local schools.
- 8 Make a SWOT list.
- 9 Draw up your business plan.

## Section 3

### Developing a project brief

When you know how you want your organisation to develop in the future, you are well on the way to knowing what facilities you need to develop. You should have a good idea of the shopping list of new or improved facilities you want, and the priority each one has for you. The next step is to convert your shopping list into a project brief. This means thinking carefully about what you want and putting it down on paper in a way which a design team or other professional advisers will be able to interpret.

This is also the stage at which to start thinking about how you will pay for it all, bearing in mind that you need to find **50% or more** of the total cost from elsewhere (see page 40 for details).

The key things to include in most project briefs are:

- The problems with your existing facilities (if any)
- A list of facilities or areas required, including critical dimensions or maximum number of people likely to use each area
- A broad description of how the proposed facilities will be used
- Any requirements there may be for a staged (phased) development
- Whether any existing facilities are to be kept open during construction
- Any special requirements for particular activities
- Cost limit (if known)

A key decision at this stage may well be whether to renew or start again

#### Refurbish or start from scratch?

If you are thinking of a major refurbishment project, do not assume that it is the only option. Consider a new building as well. You may need help from a professional adviser such as a building surveyor or architect to prepare a full condition survey, estimate the extent of repairs likely to be needed, and the costs and benefits of refurbishment compared with new build. As a very rough rule of thumb, if repair and refurbishment is likely to cost more than about 70% of the cost of renewal, it will often be better to start again. You should get a longer life and more economical upkeep.

## **Project brief checklist**

Here is an initial checklist of the sort of things you might need to consider when writing your project brief.

### **Timescale**

- Planned start date
- Planned finish date

### **Purchase or development of land or water or access rights**

- Land for development
- Access to water
- Rights over land or water (eg. for angling)
- Availability of gas, electricity, telephone, water and mains drainage

### **Indoor sports facilities**

- Number of courts, rinks, mat areas, etc
- Critical dimensions for both playing areas and safety margins
- Services, heating, lighting and ventilation requirements
- Spectator facilities (as long as they are part of the overall project)

### **Outdoor sports facilities**

- Number of team changing rooms (for team sports)
- Number of changing spaces (for individual sports)
- Referees' / umpires' changing space
- Number of showers and toilets
- First aid facilities
- Security in changing rooms
- Drying rooms
- Locker rooms
- Equipment storage and maintenance facilities
- Boat houses, sail and fuel stores
- Cleaners' stores
- Car, coach or minibus parking

### **Desirable ancillary facilities**

- Kitchen and stores
- Committee room
- Security systems
- Office
- Lounges and social accommodation
- Crèche
- Dining areas
- Bar and bar stores
- Steward's house

### **Essential maintenance equipment**

- Mowers and tractors
- Rollers
- Vacuum cleaner (for synthetic pitches)
- Line-marking equipment

At this stage, it may be useful for you to consult the appropriate **sportscotland Technical Digest** about planning, level of specifications, etc.

You may wish to add specialist items to this list: for example, golf courses may require an automatic watering system, sailing clubs a dinghy park or rescue boat store and sub-aqua clubs a compressor room and equipment store.

### **Keeping people informed**

Before making any final decisions, it is a good idea to consult your members or users and let your neighbours or any staff you may have know of your plans.

It is all too easy for ill-informed rumours to lead to stubborn opposition to your proposals, possibly creating problems when you come to apply for planning permission.

If you lease your land or premises, check your lease or get your solicitor to do so: it may stop you from doing some things like running a bar. Then seek your landlord's permission in principle, explaining that you are not yet committed to the project and that its detail may change. A simple letter is usually enough, although later in the development process you should ask your solicitor to get your landlord's formal permission on the basis of a detailed description of drawings of your project.

Scottish clubs paying feu duty usually have to get permission from their feu superior for any proposed development. A solicitor will advise about this.

### **Summary: Developing a project brief**

- 1 Draw up a shopping list of what you want and convert it into a project brief.
- 2 Ensure that the brief reflects appropriate governing body specifications and **sportscotland's** standards.
- 3 Start to think about how you will meet your share of the project costs.
- 4 Do not assume that facilities such as social areas and site maintenance will be eligible for funding.
- 5 Keep your neighbours and members informed.
- 6 If you have a landlord, get permission in principle for your project as early as possible.

If you have professional advisers we recommend that you get them to make the necessary applications on your behalf because they will be familiar with the various procedures.

## Section 4

### Planning permission and other legal requirements

Whatever your project, you will almost certainly need one or more of what are called **statutory consents**. The most common are planning permission and building regulations approval, although there may also be others depending on what you want to do.

#### What needs planning permission

The development of land or buildings generally requires planning permission. Development means one or both of two things:

- Building, engineering, mining or other operations in, on, over or under land; for example, putting up a new clubhouse, extending an existing one, laying a synthetic pitch for the first time or installing a watering system on a golf course.
- Making any material change in the use of any building or land; for example, converting farm land into a golf course. This can also include the intensification of use: a farmer may allow land to be used for motocross once or twice a year without planning permission, but if a club wants to use it every weekend, permission will be needed.

So nearly all forms of development require planning permission apart from alterations which do not materially affect the external appearance of a building (other than underground extensions). Some buildings are listed because of architectural or historic interest. This gives them added protection. Listed Building Consent is required for demolition of a listed building or its alteration or extension in any manner which would affect its character, including internal alterations. Very few sports buildings are listed apart from some Victorian swimming pools, pavilions and golf clubhouses.

#### When to apply

If your proposed project needs planning permission, you must obtain it, at least in outline, **before submitting a Stage 2 application** to **sportscotland**. In certain areas – for example, in national parks or conservation areas, or if your proposals affect a Site of Special Scientific Interest (SSSI) – there may be special procedures to follow.

If necessary, your local planning department will advise you on them.

## **Developments undertaken without planning permission**

Beware: if you undertake development without the necessary planning permission, the planning authority can take enforcement action. This means it can make you put the land or building back into the condition it was in before you started work. **We cannot consider your Stage 2 application unless you have the required planning permissions (at least in outline) in place.**

In the early stages of developing a project it is often sensible to apply for outline planning permission (permission in principle for an operational development) particularly if the application is likely to generate some local opposition. This also may be quicker than obtaining full planning permission and will be less expensive. You can then seek the approval of reserved matters or full permission if and when a Lottery award is made.

## **Outline planning permission**

Outline planning permission does not authorise you to start work; if granted, it will nearly always be subject to conditions which you must comply with first. These conditions will relate to details of the project which may not be decided yet, such as siting, design, external appearance, means of access and landscaping.

The advantage of getting outline planning permission at an early stage is that, provided you can comply with the conditions without incurring significant expense, you know that you will be allowed to progress your project. However, the permission does not last for ever: It will lapse if you do not submit fully detailed proposals within three years and then start work on the site within another two years of obtaining approval of the reserved matters.

## **Where to go**

Your local planning department will give you the necessary forms; advise you how to apply (including the fee which will be charged); and should be able to sell you a copy of the Ordnance Survey plan of your site, which you will need as part of your application

## **Consultation**

When you apply for planning permission there are certain people you must inform because they have the right to consider and comment on your proposals. They include your landlord if you have one, and the owners and occupiers of any land with whom you share a boundary, providing it is within 90 metres of the proposed development. They are normally called adjoining owners. Once again there is a standard form from your local planning department (called a Neighbour Notification Certificate) which you should use. In most cases it is worth giving adjoining owners and your landlord more than the bare minimum information required on the Neighbour

Exception: if you are proposing to alter an existing building which is listed, you cannot get outline permission but only the equivalent of full planning permission.

You must also apply for full planning permission for any project which involves only a change of use.

Before you finalise the deal, make sure that you will be allowed to use the land for your sport. The best way of doing this is to apply for outline planning permission.

Notification Certificate so as to avoid any misunderstanding.

The 90-metre rule means, for example, that a bowling club wanting a new clubhouse would probably have to notify every householder with whom it shares a boundary within 90 metres of the proposed clubhouse itself. If you are not sure who must be notified, ask the local planning department or a professional adviser.

Some applications must also be **advertised**. This can take the form of an advertisement in the local newspaper and/or a notice on the site where it can be seen and read by passers-by. Once again, your local planning department can advise you on this.

### **How to apply**

Preparing and submitting an application for **outline planning permission** is not particularly complicated, but you must follow all the necessary procedures. Unless you have the expertise needed within the club (for example, a member who is a planner or architect), it will probably be sensible to ask a local planning consultant or other professional adviser to take on the job.

Planning authorities aim to give a decision on applications within eight weeks. On average about two-thirds of all applications are normally decided within this time. You can apply for planning permission to develop land owned by someone else provided you serve the relevant notice upon them. This notice will be included with the planning application forms. This obviously applies if you lease your site, but also if you are planning to buy or lease any area of land or water. Before you finalise the deal, make sure that you will be allowed to use the land for your sport. The best way of doing this is to apply for and secure planning permission.

### **Approval of reserved matters**

If a Council grants outline planning permission it has essentially committed itself to the principal of a development. Outline planning permission will be granted subject to the imposition of a number of conditions and detailed plans need to be prepared and submitted to the Council in accordance with the conditions attached to the outline planning permission. Submission to the local planning authority is known as seeking approval of the reserved matters. Only when the reserved matters have been approved can the development proposed in an outline planning permission proceed.

### **Full planning permission**

Full planning permission can be sought from the Council as local planning authority through a full planning application. Both the principle and details of a development proposal will be considered the application will need be supported by the fully detailed drawings

of the proposed development.

### **Refusal of planning permission**

There are many reasons why local planning authorities refuse applications for planning permission. The most common grounds for refusal will be that the proposed development is considered to be contrary to the policies in the Local Plan and/or detrimental to local amenity.

If your application is refused you have a **right of appeal**. The local planning authority will already have given you in writing its reasons for refusing the application and full details of how to appeal. If you decide to appeal, we strongly recommend you get professional help. The most suitable people for this will most probably be planning consultants – local firms are listed in the **Yellow Pages** and a list is also available from the Royal Town Planning Institute. Your solicitor may be able to suggest someone suitable.

### **Building Regulations approval**

All building work in Scotland is subject to regulations laid down by Scottish Parliament designed to ensure that the completed building secure the health, safety, welfare and convenience of people in and around the building.. Building regulations approval is completely different from planning consent and requires detailed drawings normally prepared by architects and, if appropriate, engineers. In Scotland, you must apply to your local authority Building Standards Department (otherwise known as a Verifier). The legal requirements are set by the Building (Scotland) Regulations 2004 and the guidance contained in the Technical Handbooks, for domestic and non-domestic buildings will assist you to comply with the Regulations. More information can be obtained from the Scottish Building Standards Agency (SBSA) or your local authority Building Standards Department. You may view or download the Technical Handbooks on the SBSA website free of charge.

### **Summary: Planning permission and other legal requirements**

- 1 Nearly all forms of development require planning permission.
- 2 If a proposed development needs planning permission, it is an offence to proceed without it.
- 3 If your proposed project needs planning permission, **you must get it, at least in outline, before submitting a Stage 2 application to sportscotland.**
- 4 Outline planning permission, which can be granted for operational development, establishes the principle for development, it is not permission to start that development. Outline permission is normally subject to conditions.
- 5 The approval of the reserved matters (following the grant of

an outline planning permission) or the grant of full planning permission is essentially the stage at which the planning authority authorises the commencement of the development.

- 6 Advice on all aspects of applying for planning permission should be available from your local planning department.
- 7 Other statutory permissions will be required for most projects; the most common is building regulations approval.
- 8 It is sensible to ask your professional advisers to deal with most statutory applications, although many clubs should be able to apply for outline planning permission, at least, themselves.

## Section 5

### How to build

The design and construction of new facilities, and the refurbishment of existing ones, is always a compromise among three things – time, cost and quality. In the building industry, the people who design your project are called the **design team**; the organisation which actually builds it is called the **contractor**. You will be called the **client** by professional advisers and the design team; the **employer** by the building contractor.

There are many different ways of getting something built, but the three most common are known as the **traditional method**, **design and build**, and **develop and construct**. These are all suitable only for new build projects. Finally, you might want to think about **self build**.

And yes, you really do need to understand the pros and cons of each.

#### The traditional method

In the traditional system, you, the client, draw up the project brief and appoint and pay the design team (made up of architect, engineer, etc). The team first prepares design proposals for discussion with you – if necessary, expanding the project brief – and then the working drawings and other information needed to build the project. When these are complete, the design team seeks competitive tenders from a number of contractors. As long as they can all provide the quality and meet the timescale specified by the design team, you normally accept the lowest bid. Provided all the working drawings and related information are complete before tendering, there are two main **advantages** to this method.

- Design quality is under the direct control of you and the design team.
- Contractors compete to build the same building to the same quality and the same timescale. As a result they compete on price and the final cost may be lower than when using other methods.

This is just one **disadvantage**: the whole process can take along time.

Verdict: The traditional method scores high on quality and cost, but may take longer than other methods.

Verdict: Design and build saves time over the traditional method, but any cost savings you make may be reflected in compromised quality.

## Design and build

With design and build, the contractor appoints and pays the design team. The normal approach is for you (the employer now) to prepare a written project brief, with or without professional advice, and to invite several contractors to put forward design proposals and tenders. You then appoint one contractor to do the work, possibly after some limited negotiation on details of the design proposals. The main **advantages** of this method are:

- Time and cost
- Linking the design team with the contractor ensures that there is no split of responsibilities.

But as the design team works directly for the contractor, there are **disadvantages**.

- Design quality may be threatened: the contractor possibly wants a design which is quick and easy to build rather than one which will be the best for you.
- The contractor may be tempted to cut corners during construction.
- The contractor may have persuaded the design team to prepare the initial design free on the basis: 'if we get the job, so do you'. As a result, the design may be less careful than with the traditional method – and you cannot expect to make major changes without increasing the price quote by the contractor.

Verdict: Develop and construct may be quick and cheap, but your design can be compromised by contractor problems.

## Develop and construct

With develop and construct, you (the client again) appoint a design team to prepare the design and a detailed performance specification – i.e. how the building is to perform in use – but not the working drawings. Once the design is agreed, tenders are invited from several contractors. One is appointed to take the agreed design, prepare all the working drawings and then build.

**This has one major potential advantage:**

- It combines the best features of traditional design and build methods by allowing the original design team to work closely with you on the design (so ensuring design quality) before passing the project over to the contractor (so ensuring speed and low cost)

**The main disadvantage is:**

- The standard design may not be easily tailored to a specific location.

Verdict: Acceptable for small projects. But **sportscotland** insists that, where projects involve self build, the voluntary labour must be both managed and certified by a professionally qualified adviser.

## Self build

Some clubs have saved money by acting as their own builder. We regard self build as acceptable for fairly small projects – usually under about £10,000 total cost – which will not take very long to build, and where club members have most of the necessary skills. But there can easily be problems with self build projects.

- Members may not be able to put in the necessary time because of other commitments which they did not foresee when they offered to help. If this happens the incomplete building – and materials stored on site – can be left out in the rain for many months. This can create structural problems later when the building is finished.
- Unskilled labour may lead to high wastage of materials.
- If the cost of the building materials rises, or materials are poorly controlled, expected savings can disappear.
- The design of the building may demand special craft skills and not be suited to self build.
- If something goes wrong with the finished building, the club has to meet all the costs of putting it right.

Self build projects need to be relatively simple buildings, preferably designed so as to be wind and watertight as early in the construction process as possible.

Do not view self build as an emergency way of cutting costs because you cannot afford the tenders you got. Self build has to be carefully planned as any other project.

As a general rule, if you are thinking of self build, tell your design team at the start – and ideally choose professional advisers who have worked with self build groups before. They should be able to give you all the help you need.

Alternatively, get a contractor to build just the external shell, leaving club members to fit out the interior. This means that club members can work inside in relative comfort, and it provides secure storage for expensive materials like plumbing goods and electrical fittings.

### **sportscotland's overall verdict**

Our view is that the traditional method is usually best, although we recommend that you always get independent professional advice related to your own particular needs. We also recommend strongly that you should never compromise on **quality**. Taking a long term view – and most facilities should be designed to last for many years – it is the most important thing to get right. If this means that your project takes a few weeks or months longer to develop, so be it.

## **European regulations**

The European Union has a number of regulations affecting how design and construction firms should be selected. Lottery projects not awarded as a result of a design competition will be covered by European regulations if:

- Professional fees amount to more than 236,945 ECUs (about £153,376) and 50% or more of them will be met from a Lottery grant
- Construction costs amount to more than 5,923,624 ECUs (about £3,834,411) and 50% or more of them will be met from a Lottery grant

If fees or construction costs are over the limit set in European regulations, the organisation promoting the project must normally advertise the project in appropriate European journals and invite tenders. Contracts must be then chosen on the basis of either lowest price or the 'most economically advantageous tender'. We recommend that you use the second criterion, because then you can take full account of design quality and other long-term issues.

## **Summary: How to build**

- 1 All construction projects are a compromise between time, cost and quality.
- 2 Over the lifetime of a project, cost and quality are more important than time – and quality is the most important consideration of all.
- 3 Pick the most appropriate method of getting your project designed and built, not necessarily the cheapest. Depart from the traditional relationship between yourself, design team and contractor only if you have good reason to.
- 4 Self build projects should be designed for self build. And the voluntary labour must be both managed and certified by a professionally qualified adviser.
- 5 If you have to award contracts by competitive tender, pick the one which will be the most economically advantageous, taking a long-term view.

sportscotland's award monies will be released only against certificates issued by suitably qualified professionals, valuing completed work.

## Section 6

### Professional advisers

For projects involving buildings, we recommend very strongly that Lottery applicants should commission established, qualified professional firms for design and other work. There are six main reasons for this.

- Construction professionals do not just draw plans but have a long training in solving problems and finding innovative but practical solutions to their clients' needs.
- They have a duty to the wider community for the quality of the local environment.
- Professional fees are a relatively small proportion of the total cost of any building project – but the value of high quality design is incalculable, and should help you to attract new members.
- Professional firms usually have professional indemnity insurance – so if something does go wrong, and your adviser is at fault, you should be able to get things put right.
- Professional firms must abide by codes of conduct laid down by their institutes, and they can be expelled if they fail to do so – a valuable protection for their clients.
- Lottery monies will be released only against certificates issued by suitably qualified professionals, valuing completed work.

### Choosing a professional adviser

The first step in choosing a professional adviser is to think of the key skills you will need, then select someone who has those skills and get their opinions and recommendations on the need for any other advisers. Although it is impossible to lay down hard and fast rules, the Table below shows the professionals you are most likely to need for particular types of project.

Type of project	Key Professional Adviser	Possible Additional Advisers
Land purchase	Solicitor	Land surveyor
Pitches and other outdoor facilities	Specialist sports surfaces consultant	Landscape architect Quantity surveyor Disability Access Consultant
Floodlighting	Lighting engineer	Quantity surveyor Structural engineer

Construction: traditional method	Architect or project manager	Structural engineer Quantity surveyor Mechanical engineer  Electrical engineer  Disability Access Consultant
Construction: design and build	Project manager or quantity surveyor	Architect Quantity surveyor  Disability Access Consultant
Construction: develop and construct	Architect	Structural engineer Quantity surveyor Mechanical engineer Disability Access Consultant Electrical engineer
Construction: package deal	Quantity surveyor	Architect, Disability Access Consultant

The relationship you have with your key professional adviser is crucial.

If someone within your organisation has an appropriate professional qualification they should be able to help – although sometimes only in the early stages. It is normally better not to appoint members to undertake paid commissions involving significant responsibilities in case something goes wrong. An arm’s length relationship with your advisers is nearly always best.

If your project is a specialist one (like a squash court or indoor bowls hall, for example), you will want advisers with experience of similar projects. You might approach other clubs who have recently undertaken similar projects to see who they recommend, or approach a number of professional firms to get details of their experience. For large projects a design competition can be a good way of selecting a designer, but you need a good initial brief and probably an experienced project manager to administer the competition. Limited help with arranging design competitions is available from the Royal Incorporation of Architects in Scotland (RIAS) and the Royal Institute of British Architects (RIBA).

Before appointing your key advisers, ask several firms for details of previous clients – ideally, but not necessarily, practices which have been involved with other sports buildings. Ask these clients for a reference and if possible go and visit their buildings, particularly if they have worked with other clubs nearby. Go to their offices to see examples of their current work; meet the partner who will be in charge of your project and see if you hit it off. Most important of all, choose the adviser you think will give you the sort of building you and your members will be proud of an enjoy using. For some types of project there may be a trade association for contractors which specialises in particular types of work – eg. The Sports and Play

Construction Association (SAPCA). They aim to provide a degree of quality control within the industry.

### **Professional fees**

Professional design team members compete on the quality of their work and the cost of their fees. Do not confuse lowest cost with best value; in something intangible but critically important like design they are nearly always poles apart. When design teams have to work for low fees they are forced to cut back on time spent on design. In practice this means that it tends to be undertaken by whoever is quickest, not best. However, design is the most important part of the whole process and should not be rushed. For this reason, we recommend that you pay realistic fees and demand a high quality service.

For our part, we will treat reasonable professional fees as an integral part of project costs when dealing with applications for Lottery money. And if a professionally qualified member of the club provides essential services without charging for them, their value can be counted as part of the club's contribution to the overall costs of the project.

We also recommend that you enter into a formal agreement with all of your professional advisers from the start, setting out exactly what they will do and the fees they will charge. Most professions have standard forms of agreement for this purpose and it is sensible to use them.

### **Summary: Professional advisers**

- 1 Professional advice is strongly recommended.
- 2 Pick your professional advisers with care and make sure they have appropriate professional qualifications.

This booklet concentrates on the traditional method, but the advice it contains can be adapted for design and build or package deal projects.

## Section 7

### Design

If you want to be sure of getting a high quality design, work closely with your professional advisers as they develop the design. Challenge them on it until you both think it is right. Make them justify their ideas. Test their assumptions – and let them test yours.

However, this is only possible with the traditional or develop and construct methods described in Chapter 5. With design and build or package deals, the design team works, not for you, but for the contractor. Even more important, you will not see the design until it is finished and costed. It follows that, with design and build, you need a far more detailed brief than if you are able to discuss your requirements with a professional design team during their work.

#### **Briefing your advisers**

Your project brief should be the starting point for discussions with your chosen advisers, but do not stick slavishly to it. Good designers nearly always question the brief they are given, and may find ways of meeting it which you have overlooked. This is particularly the case when altering an existing building. Your advisers will almost certainly suggest modifying the brief, but they should not be responsible for drawing it up in the first place.

This is a vitally important stage. Broadly speaking, in any building project each decision is cheaper than the one before it. Deciding to have three rather than two changing rooms makes a big difference to the cost of project; the choice of tiles for the floor has much less impact and the colour of paint for the doors practically none. So take adequate time and care over the initial, big decisions. Do not rush your professional advisers unnecessarily in the early stages.

#### **Working up the design**

The design team's proposals will be put forward in a series of sketches. These will show the arrangement of the facilities on the site, access and parking, the materials to be used, and what any buildings will look like. There will probably also be an initial capital cost estimate and an idea of how long it will take to design and build the project. Like the brief, drawings are discussion documents at this stage. Get the design team to explain them fully and think carefully about anything that you do not like. It is a lot easier to move lines on paper than to knock down and rebuild walls later.

Try to imagine walking into and through the design and using it, in the correct sequence.

- Are the main elements of accommodation in the right place?
- Are they the right size? If necessary, it is fairly easy to make a life-size mock-up of rooms using tables and chairs as walls.
- Do the plans show landscaping which will help the building blend in with its surroundings?
- Is the orientation of the pitches correct? In the UK outdoor pitches and tennis courts are best roughly north-south, although it is worth checking with governing bodies for more specific recommendations.
- How might the building be extended?

There are likely to be many other similar questions, so take your time to study the plans carefully. Again, you may want to consult one of **sportscotland's Technical Digests**. These are available online at [www.sportscotland.org.uk](http://www.sportscotland.org.uk) or by calling 0131 317 7200.

### **Provision for People with a Disability**

Provision for people with disabilities should be considered as an integrated element of the design. This will be checked by the local authority when the design team applies for building regulations approval. The Building (Scotland) Act 2003 requires provision for people with disabilities to be considered as an integrated element of the design of the facility. You will be required to provide:

- Ramps (if changes in level cannot be avoided)
- Dropped kerbs at appropriate crossing points
- Good external and internal lighting
- Induction loop systems in areas where background noise may be a problem eg. meeting rooms and spectator areas
- Lifts to upper floors with controls suitable for wheelchair users and people with sensory impairments.
- Signs, e.g. tactile, Braille or easily read signs by those with impaired vision
- Light switches and other controls within reach of wheelchair users
- Handrails, preferably on both sides of stairs and ramps
- Wide car-parking bays as close to the entrance as possible with space at rear for tail loading
- Automatic doors
- Reduced-slip floors
- Lever taps on washbasins
- Doors with viewing panels suitable for wheelchair users
- Contrasting colour and tone features for visually impaired people
- Toilets and changing facilities suitable for people with disabilities.
- Consideration of emergency evacuation.

By the same token, avoid making any physical changes without thinking about inclusive access. Also avoid:

- Unnecessary changes in level
- Slippery or uneven surfaces
- Decor and lighting that becomes too confusing. Keep it simple
- Heavy doors
- Fully glazed doors which people with impaired vision might not see
- 

It is important to remember that provision for people with a disability should be an ongoing service and not end at the opening ceremony. The best approach is to regularly consult local access groups or employ a Disability Access Consultant to help set out a long term plan. More information can be found by referring to the following resources or contacts:

- The Disability Discrimination Act 1995 – “Code of Practice: rights of access, goods, facilities services and premises **The Disability Rights Commission** [www.drc-gb.org/publicationsandreports/pubsaccess.asp](http://www.drc-gb.org/publicationsandreports/pubsaccess.asp)
- “BS 8300:2001 – Design of buildings and their approaches to meet the needs of disabled people”, **British Standards Institution**
- “Access for Disabled People” – **Sport England** [www.sportengland.org/disabled.pdf](http://www.sportengland.org/disabled.pdf)
- **The National Register of Access Consultants**, 70 South Lambeth Road, London SW8 1RL [www.nrac.org.uk](http://www.nrac.org.uk)
- **Centre for Accessible Environments**, 70 South Lambeth Road, London SW8 1RL [www.cae.org.uk](http://www.cae.org.uk)
- **Disability Rights Commission**, 1<sup>st</sup> Floor, Riverside House, 502 Gorgie Road, EH11 3AF [www.drc-gb.org](http://www.drc-gb.org)

## The design in more detail

When studying the proposed design, there are some further, possibly less obvious issues that merit particular attention.

**Security and personal safety:** For example, it may be necessary to have external lighting or a closed-circuit television system on the outside of the building or in the car park. This will be particularly important for facilities which women and children might use at night. You may need a burglar alarm, or shutters over the windows.

**Appearance and image:** Will the new facilities present a welcoming, attractive image to users? Will a new building enhance its surroundings?

**Storage:** Inadequate storage is one of the most common weaknesses in the design of sports buildings.

**Maintenance:** Careful design at the outset can minimise future maintenance and repair costs. For example, pitched roofs normally require significantly less maintenance than flat ones and are less likely to leak; quarry tiles will last much longer on changing room floors than vinyl; rough, textured bricks are less likely to be covered in graffiti than comparatively smooth, concrete blocks; factory-applied coatings to window frames and doors do not need regular repainting.

**Energy consumption:** Many sports buildings are used only intermittently, so it is important to choose an appropriate form of heating and to keep as much heat in as possible. This means high levels of insulation and other energy-efficient measures such as effective draught-proofing.

**Management:** Will the design produce a building that is easy to manage? How much will the new facilities have to be used in order to cover their running costs? Will you need staff? If you already have a manager or other staff, involve them in these discussions.

Of course, you may well already have some of these points in your project brief. But do not expect the design team to get everything right the first time; be willing to discuss the design until you are completely satisfied. Also think carefully about the building programme: winter is not generally a good time for construction work. Pitch projects cannot proceed if the ground is frozen or waterlogged, and buildings can become so wet that they need a long time to dry out. The other key factor is likely to be your playing seasons, especially if you want to use your site during construction work.

## Design quality

We have been directed by the Government to look for the highest standards of design quality when deciding which projects to support. We will interpret this as meaning projects which:

- Meet statutory requirements
- Meet the sporting standards in governing body and **sportscotland's** recommended specifications
- Meet appropriate specifications for heating, ventilation and lighting
- Incorporate provision for people with disabilities
- Incorporate provision for people of ethnic origin, women and girls in sport
- Are sustainable in terms of building fabric and energy consumption
- Achieve a high standards of competence in design and construction
- Represent good, long-term value for money

These quality factors should be borne in mind by your professional design team when undertaking both design work and preparing the Lottery application.

## Why quality matters

We are convinced that it is important for projects to be high quality, for several reasons:

- Sport should be enjoyable – and the better the facilities, the more enjoyable the sport.
- This goes for ancillary facilities such as changing rooms every bit as much as pitches, courts and halls.
- High quality facilities help players to improve their skills.
- Attractive, well-built facilities should make it easier to attract new participants, so helping to raise levels of participation in sport; conversely, poor facilities will not generate such high levels of use.
- The community as a whole – not just users – should be proud of the new or improved sports and other facilities it sees being provided with funding from **sportscotland**.
- Good quality facilities should be cheaper to operate in the long run and require less repair and maintenance.
- Most planning authorities will want to ensure that local sports facilities are attractive and fit in with their local environment, not detract from it.

Professional design teams should be able to squeeze the highest quality from any budget. High quality does not necessarily mean high cost, but does need careful thought and attention to detail by highly skilled professionals.

## Approving the design

After agreeing the design, the project committee and the full club committee should make sure that it is also approved by their members – after all, they are the ones who will have to use the completed facilities and to help pay for them. Many clubs organise a special general meeting for this purpose. It may be needed anyway if you have to amend your constitution or get approval from members for any necessary borrowing. Prepare carefully for the meeting: make sure you have all the necessary facts and figures. You are almost certain to be asked:

- How much will the project cost?
- When will it start?
- When will it be finished?
- How much will members have to raise toward the cost?
- Will we be able to afford to run it?

It is a good idea to have a representative of the design team at the meeting to explain any aspects of the design about which there may be detailed questions.

After this stage, try not to make any further changes to the design – and certainly no major ones. If you do make changes, the design team may have to redo some of their earlier work and this can result in errors. It will also play havoc with cost estimates.

Once the design is agreed, the design team will have to prepare the many drawings and other documents used by the contractor and to get any outstanding statutory approvals. Inevitably this takes time, so there may appear to be a lull in the process at this point.

### Summary: Design

- 1 Work closely with your professional advisers and argue out the best possible solution to your needs.
- 2 Make sure you get the early decisions – the really expensive ones – right.
- 3 Do not be too concerned with detail at the start – that comes later.
- 4 Try to imagine walking through the proposed design as you would use it.
- 5 Ensure that the building includes provision for people with disabilities.
- 6 The quality of design is important – to you and to us.
- 7 Do not assume that quality necessarily equals high cost. Quality means having a good project brief and working closely with highly skilled professional advisers.

Make sure you have all the approvals you need from within your own organisation before proceeding.

## Section 8

### Getting the costs right

Keeping proper control of the costs of the project is largely a matter of mathematics and timing.

#### Estimating capital costs

You cannot assume that building costs are the only capital costs you will have to meet. For many projects you will also have to include:

- Land purchase and stamp duty
- Earth moving or land drainage
- Landscaping costs, including car parking
- Building costs
- Professional fees and expenses
- Fees for planning permission, building regulations approval, etc
- Furniture and essential maintenance equipment
- Sports equipment
- VAT

All of these can be included in your total project costs when applying for funding from **sportscotland**.

#### Funding the capital costs

Awards from **sportscotland** will not meet all the costs of a project: you need to find 50% or more. You may be able to contribute this balance from your own resources. If not, you will need to find the money from somewhere else. Some contributions can be in kind, provided they have a clear value which can be professionally certified and managed. The most obvious are professional, legal or design services given, unpaid, by club members. And if club members who are qualified joiners, electricians or other skills tradesmen undertake actual construction work the value of their labour can also be included – but not that of unskilled DIY volunteers.

Grants and loans can come from a number of sources. You probably stand a better chance of getting help locally than nationally. The agencies which may be able to help change from time to time.

Locally, you might get a grant from:

- Local authorities
- Water authorities/companies
- Country Playing Fields Associations
- Training and Enterprise Councils/ Local Enterprise Companies
- Local Enterprise Trusts
- Local Trusts and Foundations
- Town and Parish Councils
- Landfill Tax Credits

Nationally, you could try:

- Tourist Boards
- Countryside Commissions / Scottish Natural Heritage
- National Heritage Bodies
- Forestry Commission
- Foundation for Sport and the Arts
- Major governing bodies of sport.

And if you need a loan, consider:

- Major governing bodies of sport
- Voluntary bodies
- National Playing Fields Associations
- Breweries
- British Coal Enterprise (former mining areas only)
- Banks and financial institutions

Other sources of funding for major developments include European funds and Government programmes which tend to be restricted to certain areas of the UK, or to projects meeting specific economic objectives.

### **Tenders**

Your professional advisers will suggest the most appropriate type of building contract. All Lottery projects costing over £20,000 must use the appropriate form of the Joint Contracts Tribunal (JCT) or a recognised equivalent – and builders must be invited to tender. With a design and build or package deal, this step will come much earlier in the process – once you have a project brief.

Do not go out to tender to more than a handful of contractors: it is unlikely to get you a cheaper price. When the tenders are returned you know finally what your new facilities should cost. If all the tenders are over what you think you may be able to afford, it may be possible to make some savings in fairly simple ways, such as changing the specification for bricks or choosing a cheaper carpet.

**If you decide to go out to tender before you submit a stage 2 application or have a decision confirming that you have been successful with your application for an award. Be sure to build in sufficient time within the tender acceptance period to allow us to fully assess your application and reach our decision it could take up to 6 months from an initial invitation to tender to a site start.**

If major savings are needed, your advisers may need to change parts of the design and this could have implications for how you are able to use the finished facilities. Discuss any proposed changes in detail with your advisers and be sure you understand any long-term implications before you agree to them. For example, changing

windows from double to single glazing will save capital costs but increase your heating costs and may make your premises less secure. Omitting the heating from squash courts may mean that use and income are lower than if they are heated.

**Summary: Getting the costs right**

- 1 Estimate capital costs as accurately as you can; take account of all costs, not only the most obvious ones.
- 2 Plan as early as possible how you will meet your share of capital costs.
- 3 Do not forget to cost your own contributions in kind.
- 4 If there is a shortfall, think about grants and loans.

Jumping the gun is unwise in any project. With the Lottery, it is worse: if you sign a contract before we agree to make an award you will be ineligible and will not get one.

## Section 9

### Building

Your project should now be ready to go. But **sign nothing yet**. First, make sure all the critically important preparation work is complete, so:

- You know exactly what you want to do, why, what you hope to achieve, how plan to do it and how long it will take
- You own the site or have a long lease on it
- Your professional advisers have done their work
- You have agreed the design of the project
- You know how you are going to run the project when it is finished and your business plan shows that you will be able to meet all operating costs for the foreseeable future
- Your members have agreed to the project
- You have any necessary planning permission and any other statutory consents
- You know what the capital cost of your project will be and how long construction will take
- You have all the necessary capital funding in place and ready to be used.

It may well be frustrating, but do not be tempted to sign a contract for any building work, or enter into any binding agreements which will commit you to major capital expenditure, until you know for certain that your award from **sportscotland** is agreed and your other financing is in place.

We will deal with applications as fast as we possibly can, but the more thorough your preparation work the easier it will be for us to give you a quick decision. Even so, please make sure that any invitation to contractors to tender makes clear that you will be applying for an award from **sportscotland** and so will not be able to accept a tender until some time after the date when tenders are due. For safety's sake, we suggest you say at least six months. We will not be able to give priority to any applications if tenders are about to lapse. Nor will we be able to increase Lottery award offers because tenders have to be renegotiated.

The building process starts when you accept a tender, so do not do it until you are absolutely sure that you can afford to meet the bills which will follow. We cannot overstate the importance of making sure that all your financial arrangements are in place before you accept a contract. We will make our Lottery award offers as clear as we possibly can, but if you are uncertain about anything in it – **check with us**. We will not be able to bail you out by increasing your grant if you get into financial difficulties.

The best general rule is: stay off the site and let your professional advisers and the contractor get on with the job.

## On site

Shortly after the contract is signed, the building contractor will take possession of the site in order to start work. For obvious reasons, building sites can be dangerous. Depending on the nature of the site and project, the responsibility for safety can be split between the contractor, design team and you, the employer – so check with your professional advisers to make sure you know your responsibilities.

If you want to **visit the site** to see the building work, do not just turn up and wander about. You may be putting yourself at risk, possibly other people as well. Instead, let the contractor know in advance through your professional advisers so that the necessary arrangements can be made. For example, you will probably need to collect a hard hat or Wellington boots and it will probably be sensible for someone to accompany you on the site.

Whether you go on site or not, **never give any instructions** directly to the contractor. If you do, you undermine the position of your professional advisers and the contractor may be able to make a claim for extra costs. Instead, discuss anything you do not like with your professional advisers; they will then be able to decide what to do.

## Payment

Once work on site starts, you will be asked for interim payments at regular intervals – usually monthly. Your professional advisers will value the work done each month by the contractor and issue a certificate authorising payment of a certain amount of money. You have to pay within the period set in the contract (usually 14 days), so get your professional advisers to go through the contract with you to explain your responsibilities before you sign it.

We plan to pay the grant in agreed stages, on receipt of an appropriate certificate valuing the work completed to date. Other funding partners will probably operate a similar system. So careful cash flow management during the building process is critical to the smooth running of the contract. Check payment arrangements with all your funding partners and then plan the staging of payments with your professional advisers to make sure you will be able to meet the monthly payments to the contractor. You may have to get the agreement of your bank to some form of arrangement to allow you to pay the contractor within 14 days of each certificate.

## **Insurance**

If the project involves alterations to an existing building, you should certainly check your insurance – both buildings and contents. We suggest that you discuss the contractual position with your professional advisers. All the standard forms of building contract cover insurance requirements; if necessary, you should give full details of the proposed project to your insurance broker or company. You must make sure that you are fully covered against all possible risks during the building process. This is quite different from the professional indemnity insurance which the members of the design team should have. It simply covers them – and therefore you – in the event of negligence.

## **Completion**

When the construction work is finished, the local authority will inspect it to make sure that it has been carried out in accordance with the approved plans. If that has gone wrong, the builder may have to make whatever changes are necessary. If everything is in order, the member of the design team nominated in the contract will issue a Certificate of Practical Completion. At this point the contractor will formally hand over the building or other facilities to you so you can start furnishing and using them.

Make sure you have adequate building, contents and other insurance as appropriate from this point on; the contractors responsibilities for insurance end as soon as the Certificate of Practice Completion is issued. If you need advice, contact a reputable insurance broker.

At this stage, we will also want to be satisfied that the finished project has been built in accordance with the drawings you sent to us with your application for an award. If not, we may be forced to claw back some or all of the award.

## **Defects**

Practical completion is not the same thing as final completion. It is normal for there to be a period of twelve months during which the contractor remains liable for most hidden defects. This is called the defects liability period. At the end of it, your professional adviser(s) will inspect the building and issue a **snagging list** of items for the contractor to put right. When this is done the building is finally complete and you will have to make a final payment to the contractor.

The contractor will repair only those defects of the building which have been caused by faulty materials or workmanship – in other words, those things which are their fault. If you damage the building by misusing it any way, you will have to pay for any necessary repairs. Nor can you expect the builder to come back to put any

Decide how you will measure success. Money – the viability of the club – is one very obvious way. But there are others – the number of new members; how much more active and enthusiastic membership is; standards of local play; local publicity; promotion in competitive leagues. Like project development, success will not happen on its own. You have to work on it. Good luck.

problems right during the defects liability period unless they are really serious – and even then, contact your professional advisers, not the builder. It may seem hard, but if you want effective time and cost control, as a general rule the only involvement you should have with the builder is to sign to contract, send the cheques at monthly intervals and shake hands at the end of the building process.

### After the opening

The work of the project committee does not finish with the grand opening bash. Its members will have detailed knowledge of how the new facility was designed and constructed. And they will probably have discussed maintenance requirements with the club's professional advisers. Use that knowledge to decide how best to maintain things in mint condition for as long as possible. Put that on paper: your successors will thank you for it.

Some of the information should be provided by your advisers or the contractor. The most important will be details of the services – heating and ventilation, electrical systems, plumbing, drainage, etc. Ask for a comprehensive set of the detailed drawings used by the contractor. Keep them safe. If you ever need to do repairs, or modify your services in some way, they will be invaluable. And ask the design team for details of all the finishes used and how they should be cleaned.

Finally, remember the business plan you prepared at the start of your project? Now is the time to make it work. If the project committee has done its job well, there is a danger that the club will be so pleased with its new facilities it will lose sight of some of the less obvious reasons it wanted them in the first place. Go back to the business plan and revise it if necessary; it should be re-assessed at intervals anyway.

### Summary: Building

- 1 If you accept a tender, it will cost you money – even if you subsequently cancel the project before work starts on site. So be sure you know you will be getting an award from **sportscotland**, and can afford to meet your share of capital costs, before signing a contract. We cannot bail you out if you get into financial difficulties.
- 2 **Allow a period of at least three months between submitting a Stage 2 application for an award and expecting a decision; make sure tendering contractors known of this.**
- 3 It is best to stay off the site and let your professional advisers and the contractor get on with the job without interference.
- 4 If you do go on site, let the contractor know in advance – and follow his instructions as you go round.
- 5 Never give instructions directly to the contractor. If you see something wrong, tell your professional adviser.

- 6 Be sure that you can pay the contractor as the work proceeds.
- 7 Do not change the design of an agreed project without getting approval from the local authority and **sportscotland**.
- 8 Make sure you have all the necessary insurances both during and after the construction contract.
- 9 Do not alter the building in any way during the defects liability period.
- 10 On completion, get detailed drawings of all services installations and full details of finishes and keep them safe.
- 11 Review your business plan – then implement it.
- 12 Make sure you comply with any award conditions and provide monitoring or other information required by **sportscotland**.