PROPOSITION TO SECURE THE FUTURE OF DULWICH SPORTS GROUND

Summary
Southwark Community Sports Trust (SCST) is a volunteer led organisation created when London South Bank University (LSBU) decided to withdraw from the Turney Road playing fields as they could not afford it. The Trust currently has over 170 different users of the facilities. These are shown in Appendix 1. This includes 19 local schools and 25 youth sports organisations, over and above adult football, cricket and rugby and a range of other sports.

The SCST has managed to balance its books over the first thirty three months of operation. Appendix 2 summarises the trading performance of the Trust since 2011. The break even has only been made possible by LSBU paying the rent. In 2017 this arrangement will cease and SCST will need to find an additional £40,000 per annum for a new lease to the Dulwich Estate.

The trustees recognise that new sources of income are required and the proposal outlined below is a significant step towards securing the long term future of the sports grounds for the local community. If a suitable funding stream cannot be found soon for the sports fields, the alternative is that the Trust will cease to exist and the grounds will be subject to the vagaries of an open market.

Narrative
The Southwark Community Sports Trust (SCST) lodged a planning application in May 2013 to utilise a redundant modular classroom building as a sports teaching and recreational facility for the Trust and a nursery for local children. We are still awaiting a final decision from Southwark Council. At the meeting on 23rd July the Planning Committee approved the application subject to any further material objections and the proposal is now being considered by officers.

The Trust (SCST) was created by local clubs in 2010 to save the sports ground on Turney Road When there was much uncertainty surrounding the future of the fields with the real possibility that they would lie fallow and inaccessible for a period of seven years until the University’s lease expired in Dec 2017.

The Trust is constituted as a Community Interest Company and it is a not for profit organisation. None of the directors receive any form of remuneration and it is estimated that over 3,000 man hours are donated by volunteers each year. The objectives of the Trust are quite straightforward:

- To promote participation in football, rugby and cricket for local male & female sports clubs, schools and youth associations.
- To provide and maintain high quality playing surfaces and facilities for use by members and the wider community.
- To manage the financial arrangements in such a way as to enable the Company to enter into a new long term lease with The Dulwich Estate (the landlord) at the expiry of the current lease in 2017. This lease ideally would be anywhere between 21 and 35 years.

This proposition is simply about trying to find a way of allowing the grounds to continue in their current form and to remove the uncertainty and concern that was experienced in 2010 and is indeed being experienced at other sports grounds in Dulwich.

The Trust has a variety of stakeholders - local residents, the Dulwich Estate, Southwark Council, a number of schools in the area, our member clubs and by association the ECB, FA and RFU. Over the last year 8,000 individuals have regularly played sport at the ground.
Financial Safe Guarding
When the Trust took over the facility in 2010, there was some idea as to operating costs from information provided by LSBU and from the Directors knowledge of running other sports facilities. The most significant factor in deciding to proceed was LSBU’s commitment to underwrite the rent to the Dulwich Estate for the remaining seven years of their lease. This grant provided confidence that the Trust could at the very least safeguard the facility until 2017.

The Board of the Trust has consistently stated that in order to act responsibly they must have a 2-3 year rent reserve (circa £100k) by 2017. The fields are currently being used to capacity following the introduction of rugby and enhanced participation by local schools. However recent very wet winters (and summers) have led to a significant loss of income for the Trust, leading to the conclusion that alternative non weather dependant income streams needed to be found in order the safe guard the primary use of the site, sport.

To cover such deficits many other Sports Clubs regularly hire out their facilities for parties and run late bar extensions. Out of courtesy to our neighbours, we have resisted this option. In recent months, we have also had requests to consider a floodlit golf driving range, chargeable car parking, allotments and use of the grounds for weddings and seasonal corporate parties. None of these are conducive to the sporting environment that we seek to maintain.

Proposal
Since taking over guardianship of the grounds in 2010 the Trust has struggled to provide suitable indoor training space for the various sports teams. As sport becomes increasingly more technical and theory based, the need for classroom training ever increases. The Trust has tried to cater for this need within existing spaces however many are not fit for purpose or already being used to capacity. Sport involving children is now much more accreditation based and clubs need meeting space to manage their administration.

The current proposal arose with the offer of a redundant modular classroom building from Lyndhurst Primary School in Camberwell, in exchange for use of the grounds by the school for PE and outdoor learning. This would provide the much needed additional sports teaching space and also a possible revenue stream for the Trust in the form of a Day Nursery. This proposed use fits the goals of the Trust perfectly and does not use any ground designated for sport. The trustees perceived that a day nursery was perceived as an activity that was unobtrusive and also met the needs of the local community where there is a significant shortfall. The benefits can be summarised as:

- No interference with the sports clubs hours of operation.
- No loss of valuable playing surface. 2% of the total space is utilised.
- Provision of suitable indoor training space.
- Minimal impact on neighbours (i.e. no night time use)
- Opening up the facility to a wider community.

Flood Alleviation
Since the Trust application for planning, the London Borough of Southwark has developed the Herne Hill & Dulwich Flood Alleviation project. The Council is keen to utilise the Trust fields for various initiatives including flood water storage tanks and swales. These works will take an estimated nine months to complete, including making good, and have a huge disruptive impact on the club in terms of available playing surface and ultimately revenue throughout this time. The Trust can see the long term benefit to the proposals but in order to participate in this vital community wide initiative, the Trust must be in a robust financial state before the works can commence. The Flood Alleviation project funding from the Department of the Environment requires completion of work by the end of 2014.

Conclusion
The sole interest of the Trust lies in preserving the sporting facilities. Within the time available to us we have been commended on doing everything we can to encourage and enable participation in an affordable manner to the wider community, by working with schools and youth organisation, arranging and managing national sporting events (The Race for Life raised close to £100,000 for Cancer Research, Last Man Stands brought 70 cricket teams from around the world for a 10 day competition). The Trust supports and encourages over thirty football clubs and twelve junior, ladies and men’s cricket and rugby teams.
The Trust’s ongoing relationship with Lyndhurst School has allowed the School to take real steps in managing obesity by providing access to the fields. It is gratifying to see local children using our grass and realising the benefits of organised exercise. We hope to encourage other schools to join this initiative.

We do not wish this vital community asset to be left to go fallow or worse unmanaged. Please support this innovative, well researched and practical proposal.

John Smith  Stuart McKee
Chairman  Secretary

Appendices
1)  List of Dulwich Sports Ground Users
2)  SCST Financial Forecast
3)  Shared Usage Logistics Plan
4)  Crossfit Kids Programme, Lyndhurst School
5)  Letters of Support
## DULWICH SPORTS GROUND USERS LIST

### ADULT FOOTBALL
- AFC Mason
- AOB FC
- Crystal Palace Vets FC
- Dulwich Tandori Cobras
- Harley United FC
- Hope and Horns FC
- Lambeth All Stars FC
- Lambeth Classic Vets FC
- Lancing Old Boys
- Livingstone RARA FC
- Millbank FC
- London Lawyers FC
- Old Grantonians (2 teams)
- Old Josephians FC
- Reynolds FC
- South Bank CUACO FC (6 teams)
- SWAG
- Valtaro FC

### YOUTH & JUNIOR FOOTBALL
- Aspire Dulwich Hamlet FC
- Athenlay Rye FC (12 teams)
- Chelsea FC Academy
- City of London Academy
- Dulwich Village FC
- Lambeth & Southwark Primary Schools League (38 teams)
- Palace Knights
- South Bank Youth FC
- South London Schools FA
- Southwark & Lambeth FC
- Tulse Hill Juniors
- Waterloo

### WOMENS FOOTBALL
- Regents Park Rangers Ladies FC

### RUGBY
- King’s College Hospital RFC (2 teams)
- King’s College Hospital RFC Ladies
- London South Bank University Ladies
- Old Alleynians Under 15

### GAELIC FOOTBALL
- Dulwich Ladies Harps

### ADULT CRICKET
- Alleyn CC
- Authors CC
- Dulwich Cricket Club (7 teams)
- Dulwich Kingstone CC
- Gents XI
- Greater London Authority (Freesport)
- Jesmond Jaguars CC
- Kings Bench Walk CC
- London South Bank CC
- National Theatre CC
- Old Josephians CC
- Pretenders CC
- Shades CC
- SOAS
- Sopwith Camels CC
- South Bank University CC
- St Luke’s CC
- Strongroom CC
- Sunday Times CC

### JUNIOR CRICKET
- Dulwich Cricket Club Colts (12 teams)
- EAOB CC (4 teams)

### YOUTH CRICKET
  (Representative Matches)
- London Schools Cricket Association
- South London Schools
- Surrey County Cricket Club
- Wales Cricket Association
- Yorkshire Cricket Club

### WOMENS CRICKET
- Dulwich Ladies Cricket Club
- Surrey Girls Cricket
- Bexley Ladies CC

### WEEKDAY / EVENING CRICKET
- A.T.Parvin
- Accenture
- Advent Capital
- Alister W Smith
- Alliance Berstein Ltd
- Alvarez and Marshal
- Baker Mckenzie LLP
- Baker Tilly
- BAM Nuttall
- Bank of America
- Barings
- BAT PLC
SCHOOLS SPORTS
Bishop Thomas Grant School
Charter School
Compass School
Corpus Christi School
Drumbeat School
Elmgreen School
Ernest Bevin School
Holy Trinity C of E Primary School
Kingsdale School
Lambeth College
London Nautical School
Lyndhurst Primary School
Norwood School
Oakfield School
Pendragon School
Sacred Heart RC School
Southwark Schools Sports
St Francis Xavier College
St Joseph’s College
Turney School for Disabled

ACADEMIES & COACHING
Audrey Voyages
Brady Sports
Chris Judd Football Academy
Clinton Cricket
Dulwich CC Summer School
ECB Chance to Shine (Girls)
Edward Alleyn OB CC Juniors
KCH RFC Ladies Coaching
London Football Association
SFX/Inner London Schools
South Bank CUACO
Surrey Junior Cricket Trials Under 11
Total Football Development
Tulse Hill & Dulwich Ladies Hockey
Southwark Community Sports Leadership Course
- Engaging Young People post Olympics

NATIONAL EVENTS
Race for Life – Women’s run in aid of Breast Cancer
International Vets – Dutch, UK & Belgian
Football Cup
Last Man Standing – International Six-a-Side
Cricket Competition
## Southwark Community Sports Trust
### Forecast Profit & Loss Account for Years End 31st Dec 2013-18

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Year End</th>
<th>Y/e 2011</th>
<th>Y/e 2012</th>
<th>Y/e 2013</th>
<th>Y/e 2014</th>
<th>Y/e 2015</th>
<th>Y/e 2016</th>
<th>Y/e 2017</th>
<th>Y/e 2018</th>
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<td>Operating Income</td>
<td>Actual</td>
<td>100,410.14</td>
<td>95,700.10</td>
<td>96,700</td>
<td>101,035</td>
<td>104,221</td>
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<td>15,500</td>
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<tr>
<td>Portacabin Income</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Residents Contributions</td>
<td>0</td>
<td>380</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
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<tr>
<td>Net Profit on Bar</td>
<td>4,648.14</td>
<td>7,763.77</td>
<td>12,000</td>
<td>12,000</td>
<td>13,000</td>
<td>13,000</td>
<td>14,000</td>
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<tr>
<td>TOTAL FACILITY INCOME</td>
<td>105,058.28</td>
<td>103,843.87</td>
<td>118,020</td>
<td>128,655</td>
<td>132,841</td>
<td>136,347</td>
<td>140,568</td>
<td>143,885</td>
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</tr>
</tbody>
</table>

| EXPENDITURES                  |          |          |          |          |          |          |          |          |          |
| Ground Maintenance            | 52,150.47| 49,615.58| 50,000   | 54,000   | 55,000   | 56,000   | 57,000   | 58,000   |
| Utilities                     | 9,954.10 | 21,837.32| 21,500   | 23,000   | 24,000   | 25,000   | 26,000   | 26,000   |
| Pavilion / Operating Costs    | 20,650.50| 23,326.11| 25,125   | 27,500   | 28,500   | 30,000   | 31,000   | 32,000   |
| Trust Start Up Cost           | 15,121.22|          |          |          |          |          |          |          |
| Flat Renovation & repair cost | 0.00     | 13,782.22| 2,500    | 2,500    | 2,500    | 2,500    | 2,500    | 2,500    |
| Portacabin Costs              | 0.00     | 0.00     | 14,750   | 13,000   | 0        | 0        | 0        | 0        |
| Dulwich Estate Fees           | 2,475.00 | 3,333.33 | 5,223.33 | 7,113.33 | 7,113.33 | 7,208.33 | 7,208.33 | 7,208.33 |
| Rent                          | 0.00     | 0.00     | 0        | 0        | 0        | 0        | 0        | 0        |
| TOTAL OPERATING COSTS         | 100,351.29| 111,894.56| 119,098.33| 127,113.33| 117,113.33| 120,708.33| 123,708.33| 165,708.33|

| NET PROFIT / LOSS             | 4,706.99 | -8,050.69 | -1,078.33 | 1,541.67 | 15,727.67 | 15,638.67 | 16,859.67 | -21,823.33 |

| SINKING FUND                  |          |          |          |          |          |          |          | 45,345.65  |
Appendix 03

Shared Usage Logistics Plan

The new building will be for mixed use between Nelly’s Nursery in the day and the SCST in the evenings and at weekends. Further SCST use will be available on all bank holidays and for a two week period over Christmas every year when the nursery will be closed. It is planned that the staff room and the room for the older children will be available for the SCST to book out for other uses.

The nursery intends to vacate promptly at 18:30. This is what takes place at the existing three sites and has been the case for the last 11 years. As shown in the previously submitted Transport Statement, since there is no set departure time, children are collected throughout the afternoon. The expected pattern of attendance for the proposed nursery, therefore, is that fewer and fewer children will be at the nursery in the late afternoon. The table below is taken from the Transport Statement and shows the expected numbers of children leaving throughout the afternoon. This indicates that for example, we expect to have 10 children left in the nursery by 17:30.

<table>
<thead>
<tr>
<th>Time</th>
<th>Number of Children</th>
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<td>13:00-15:00</td>
<td>1</td>
</tr>
<tr>
<td>15:00-15:15</td>
<td>2</td>
</tr>
<tr>
<td>15:15-16:00</td>
<td>1</td>
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<tr>
<td>15:30-15:45</td>
<td>1</td>
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<td>15:45-16:00</td>
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<td>17:15-17:30</td>
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<td>17:30-17:45</td>
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<td><strong>17:45-18:00</strong></td>
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<tr>
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<td>4</td>
</tr>
<tr>
<td>18:15-18:30</td>
<td>0</td>
</tr>
<tr>
<td><strong>36</strong></td>
<td></td>
</tr>
</tbody>
</table>

This slow thinning out of children will allow us to tidy away activities throughout the afternoon, when we have the full complement of staff in attendance. At the current three sites, at 18:00 children have a snack and then story time. At that time, any last pieces of tidy up can be completed by those staff not reading stories. This means that when the last child is collected, even if it is at 18:30 sharp, the staff are able to leave immediately after the child. This will also be the case for the proposed nursery.

In order to make the spaces suitable for use by others, the staff room will need to be left tidy. Lockers will be provided for staff to keep personal possessions secure. The room for the older children will need to be cleared of toys and some of its furniture. Any large play items will be stored in the inbuilt cupboards in the hall way. Nelly’s uses Community Playthings furniture, which is on casters and so it is easy to move around as necessary. Further details can be found at: www.communityplaythings.co.uk. The intention is that storage cupboards and shelves will be wheeled to the sides of the room or into the baby room to make the space suitable for evening use. This can be done very quickly and will be included in the tidying up phase of the nursery day.

The tables we use for the children during the day (again from Community Playthings) have extendable legs and so can be set at child or adult height and so are ideal for such a shared use. Child sized chairs are stackable and can be stored out of view. Adult sized chairs for use in the evenings and weekends will be available in the hall cupboards and can be accessed as needed.
For health and safety reasons, we would ask that football and rugby boots are not worn in the nursery. Outdoor shoes are acceptable as the children and teachers will be wearing outdoor shoes in the nursery during the day. The baby room is a no shoe environment but this is not part of the shared use arrangement and so is not relevant.

Nelly’s has experience of a shared space at their Rosendale Road nursery and there have never been any issues with this arrangement.
Appendix 04
CROSSFIT KIDS PROGRAMME
Lyndhurst Primary School

Purpose
To pilot the use of CrossFit Kids (CFK) into the school curriculum to increase the general levels of fitness and decrease the onset of childhood obesity.

CrossFit
Introducing a systematic strength and conditioning programme specifically designed for kids and teenagers that help them develop a lifelong love of fitness. This is to tackle the growing problem of obesity in young children. In a group setting, children and teens participate in fun and engaging workouts that deliver measurable results and prepare them to be well rounded athletes.

The CFK program use the template of randomised, functional exercises, performed at high intensity. CFK is a program specifically designed to meet the needs and requirements of children and teens, most importantly they are provided with a curriculum of movement literacy that they will take with them throughout their lives.

CFK consist of exercises containing elements drawn from 10 key physical skills; these being cardiovascular/respiratory, endurance, stamina, strength, power, speed, flexibility, agility, accuracy, balance and coordination while special attention is paid to utilising progressions for difficult or compound movements, and progressive loading is dictated by size, age and consistent form.

A key component of CFK is that all of these movements within the programme can be measured and therefore recorded and skills developed, there by creating cycles of improvement for the children. Measurement can be across multiple or single domains including time, distance and mass (weight), and from these initial baseline matrix, calculations such as speed, power, acceleration can be quantified for each movement during a workout, recorded and used as a benchmark for further improvement. This also makes the programme suitable not only as part of the Physical Education (PE) curriculum but the nature of recording these measurements means they can be used cross-curricula, e.g Maths and ICT.

Objectives
The key objective is to integrate CFK into the PE curriculum at Lyndhurst Primary School as a pilot for expansion into schools within Southwark as part of an anti-obesity strategy. This pilot will test the suitability of including the CrossFit Kids methodology within mainstream UK schools. Key elements to be tested are:

- Increased engagement especially for non-sports orientated children.
- Improved athletic performance within children.
- Improved educational attainment for children.
- Improved health markers for children, especially children at high risk of obesity and a sedentary lifestyle.
- Give children access to high quality indoor and outdoor PE provision.
- Provide additional high quality support for schools involved from the London PE and Sport Network (LSPSN).

Methodology
There have been a wide range of anti-obesity and health and well-being schemes implemented by schools. There is limited evidence that these schemes have successfully tackled the issue of childhood obesity. Therefore it is proposed that a systematic strength and conditioning programme designed specifically for children and teens be implemented in to the PE curriculum. CrossFit Kids would be embedded into the current PE curriculum, not as an alternative but to complement the existing curriculum whilst bringing an inclusive, functional and high performance programme to the pupils.
Pilot
It is suggested that a pilot is run at Lyndhurst Primary School. This will take the form of:

- PE coordinator who currently holds a CrossFit level 1 trainer (CF-L1) to obtain at the soonest possibly opportunity, the CFK trainer qualification to enable him to lead the programme.
- Present to local school to outline the curriculum and suggest programming, highlight the aims, benefits and to address any concerns with the CFK programme (possibly the LPSN).
- Meeting CFK contact to discuss suitable programming (curriculum), monitor and review the programme.
- The PE coordinator would approach the local CrossFit affiliation (of which he currently coaches at) to help deliver the programme.
- CFK curriculum to be implemented into the current PE curriculum.
- CFK after school clubs run on consecutive days (5-7 year olds) day 1, (7-9 year olds) day 2, (9-11 year olds day 3).
- Invite local school PE staff to taster session at local CrossFit affiliation to introduce the concept of CrossFit.

Jay King BSc PGCE
PE Coordinator
CF-L1 Trainer
Lyndhurst Primary School
Grove Lane
London
SE5 8SN
jaykingz@yahoo.co.uk
02077033046
07903700240
To whom it may concern,

The Rugby Football Union is the Governing Body for Rugby Union in England. Our core purpose includes supporting our member clubs and growing the game in the communities around them. Through our network of constituent member clubs we aid and ensure the continued development of the sport and encourage engagement with local communities promoting sport and healthy lifestyles to all.

King’s College Hospital Rugby Football Club has a strong playing membership as well as a solid network of volunteers who donate much of their free time to ensuring on-going participation in the sport, as well as encouraging new and young players to join the rugby community.

As a Founding member of Southwark Community Sports Trust, King’s College Hospital RFC play a key role in ensuring appropriate playing changing facilities as well as social spaces are provided at the Dulwich Sports Ground. The standard of facilities is directly related to the club’s ability to recruit and retain participants and the costs of maintaining and developing facilities is challenging in today’s economic climate.

Sensibly many clubs nowadays support their costs by maximising a diverse range of income streams. For example external hire for hosting conferences, functions, events for the local community and using facilities in the day time for adult education courses, crèches and play groups. In this way many rugby club facilities have become central meeting venues for local communities and further promoted Rugby Union as a recreational option.

As the Rugby Development Officer for the Kent, Surrey, Sussex and Essex Area (which includes South London) and on behalf of the Rugby Football Union I fully support the initiative shown by Southwark Community Sports Trust and King’s College Hospital RFC to provide new conference/teaching facilities at Dulwich Sports Club.

In order to progress with these plans it is essential that the Trust extends their lease with Dulwich Estates which will allow them to apply for the various grants and loans available to our member clubs through the Rugby Football Foundation.

Should you have any queries with regards to the above, please feel free to contact me at Twickenham, the address above or by email mattmitchell@rfu.com.

Yours faithfully,

MATT MITCHELL
RFU DEVELOPMENT OFFICER
AREA 3
mattmitchell@rfu.com
07764 336704
0208 8317750

cc. Rick Bruin (RFU Area Facilities Officer)
18th October 2013

Stuart McKee
Company Secretary
Southwark Community Sports Trust

Dear Stuart,

RE: PROPOSITION TO SECURE THE FUTURE OF DULWICH SPORTS GROUND

I am pleased to write in support of the proposal of allowing continuation to the Dulwich sports grounds.

The objectives of the Trust closely align to PRO-ACTIVE Central’s purpose: “To improve the lives of people in Central London through sport and physical activity”.

PRO-ACTIVE Central London is fully supportive of the proposal as it contributes to many of our strategic aims as an organisation, including:

1. Widen access and increase the use of existing facilities and spaces for sport and physical activity.
2. Support and facilitate an increase in young people’s participation to build a sporting habit for life.
3. Increase participation within low participation groups and the wider community.
4. Invest in the development of people coaching in or wanting to work in sport and physical activity - both the paid and volunteer workforce.
5. Support the delivery of NGB plans at a local level.
6. Invest in building the capacity of clubs and providers of sport and physical activity.
PRO-ACTIVE Central London has previously worked with Southwark Community Sports Trust who have been a reputable partner and one we would recommend.

Yours sincerely,

Cathy Carr
Partnership Manager
PRO-ACTIVE Central London
Academy of Sport
London South Bank University
103 Borough Road, London, SE1 0AA
Tel: +44 (0) 20 7815 7887
Mobile: 07810 637348
Fax: +44 (0)20 7815 7848
Email: carrc3@lsbu.ac.uk
Web: www.pro-activecentrallondon.org
4 November 2013

Dear Sir/Madam,

I am writing this letter in support of developing the sporting facilities at Dulwich Sports Ground. This letter details the importance of the facility for Bishop Thomas Grant School, where I am the Head of Physical Education.

Bishop Thomas Grant School has worked in partnership with Dulwich Sports Ground for a number of years. The sports ground has been invaluable for our school community providing our students with high quality sporting facilities as part of their curriculum and also extracurricular activities.

In 2010 Bishop Thomas Grant School lost out on 13 million pounds of government funding as part of the Building Schools for the Future programme. Subsequently Dulwich Sports Ground became of extreme importance to the school as our own on site facilities are outdated and do not allow us to offer the curriculum we desire. The ongoing development of the outstanding facilities at Dulwich Sports Ground is vital for the education of our students. It would be disappointing and detrimental to our students learning if Dulwich Sports Ground were not able to provide our school with a contemporary Sports Facility that enabled pupils to access top class sports facilities.

If you have any questions regarding the content of this letter, please do not hesitate to contact myself via rshedwick@btg-secondary.lambeth.sch.uk.

Yours faithfully,

[Signature]

Mr Louis Desa
Headteacher

Mr Ryan Shedwick
Head of PE