

RIDING FOR THE DISABLED ASSOCIATION
MIDDLETON PARK EQUESTRIAN CENTRE

MANAGEMENT AGREEMENT

History

Leeds City Council and the RDA agreed in 1988 to establish and develop the Middleton Equestrian Centre as a joint enterprise to provide riding and driving for the disabled.

LCC and RDA signed an agreement on 20 June 1989 stating "The Council is desirous of constructing an indoor arena and stabling facilities and has allocated £50,000 towards the cost of such works" and that "The RDA has agreed to contribute not less than £60,000 towards the cost of the project". A copy of this agreement is attached.

The project was completed and has operated successfully as envisaged by the agreement of 20 June 1989.

The centre was built specifically to allow for an extension which the parties now wish to erect.

Both parties have combined to obtain a Lottery grant for the purpose of this expansion of the Middleton Centre which was originally planned in 1988.

Leeds City Council has undertaken on behalf of both parties to project manage the development and the parties jointly prepared a business plan which was submitted as the basis for the Lottery application.

On the basis of the business plan a Lottery grant was approved subject to certain conditions one of which was the execution of a lease of the Equestrian Centre to the RDA.

Agreement

It is hereby agreed that;

1. Financial

The financial obligations of the lease shall not fall upon the RDA but shall be accounted for in accordance with the business plan which was formulated by Leeds City Council for the Equestrian Centre to support and be an integral part of the successful Lottery application - namely that all income and expenditure whether arising under the terms of the lease, insurance or otherwise shall be accounted for in accordance with the Business Plan and any annual deficit shall be met by the Leeds City Council in accordance with the business plan.

2. Personnel

The personnel employed at the Equestrian Centre shall be employees of the City Council.

The City Council shall maintain the accounts of the Equestrian Centre which shall also make use of the City's Personnel and Legal services as required.

4. Management Committee

That the Equestrian Centre shall operate under the overall supervision of a Management Committee consisting of four representatives of the Council and four representatives of the Riding Association.

The Management Committee shall meet not fewer than four times per annum.

5. Powers to Management Committee

The Management Committee will have the power to vary the restrictions contained in the lease relating to display and publicity material, sale or consumption of liquor, times of operation and sale of goods on the premises.

The aim of the Management Committee will be to operate the Centre as effectively and efficiently as possible all efforts being made by the RDA to minimise any annual deficit.

Any rent arising from the letting of the second bungalow shall be treated as income of the Equestrian Centre and shall go towards reducing any deficit.

Signed on behalf of the Trustees:

... *C Brown*
... CHAIRMAN

Date: 7.12.99

Signed on behalf of the Leeds Leisure Services:

... *Jim Lester*
... Acting Director

Date: 10.12.99

Introduction

1.1 This submission to the National Lottery Sports Fund is in support of an "in principle" award in relation to an extension and other improvements to the Middleton Park Riding for the Disabled Association (RDA) Equestrian Centre at Middleton Grove, Leeds 11.

Background

1.2 Middleton Park RDA Equestrian Centre is situated on the edge of Middleton Park which consists of over 300 acres of ancient woodland, bridletrack, open greenspace, parkland and recreation facilities 4km south of the City Centre.

1.3 It is a purpose built equestrian centre, opened in 1991 by Leeds Leisure Services Department acting with the Riding for the Disabled Association, for existing and future horse-riders with disabilities and disadvantaged young people.

1.4 Situated on the edge of the inner city, the centre serves a great need and provides year round recreational and training opportunities for a significant number of users and volunteer helpers. The success of the centre in promoting equestrian sport is reflected in one of its riders, Andrew Dufton, being on the long list for the Sydney Special Olympics and 5 other riders qualifying for the RDA National Dressage Championship at Stoneleigh, Warwickshire earlier this year.

1.5 The Riding Centre and site of the proposed extension is located on a plateau formed following the open casting of the area some 20 years ago. Some £8 million has subsequently been invested by the City Council in this area with the development of further sports facilities including South Leeds Stadium, South Leeds Tennis Centre and floodlit football pitches before funds from the National Lottery were available.

1.6 This has resulted in over 300,000 sports men and women coming to the sports complex over the last 12 months and may have helped increase the profile of the Riding Centre, which operates at capacity with a significant waiting list.

1.7 As a member group of The Riding for the Disabled Association (RDA), the centre is run to their constitution, standards and principles.

1.8 In November 1997, a joint bid for improvements and an extension to the Middleton Equestrian Centre was submitted by the Riding for the Disabled Association and Leeds City Council to the English Sports Council.

1.9 The bid was approved "in principle" on 6 March 1998 and reflected the success of the centre since opening and the need to expand and improve facilities to meet the demand from both disabled and able-bodied riders.

1.10 The original submission was based very closely on the principles of the original building, which was constructed on a design and build basis. By using the previous methods of construction and procurement a scheme was developed with an estimated cost of £794,000. This generated the "in principle" award of £659,000 (83% of costs) with the Riding for Disabled Association/Leeds City Council partnership contributing the remaining £135,000 (17%).

Current Position

1.11 Following the "in principle" award, a new City Council project management team assumed full responsibility for progressing the development and, in reviewing the proposals, identified two important issues:-

- a) A re-design of the scheme to focus all "clean area" activities at the front of the building would bring significant long-term operational and user benefits for both clients and staff.

b) The original scheme excluded or understated some costs, which had not been fully addressed.

1.12 At the risk to funds of the RDA and Leeds City Council, although with the in principle support of the Sports Lottery Fund Officers, the City Council's Design Services Agency were commissioned to consider a fresh design brief. This was prepared by the Client with the support of the Project Development Division of Leeds Development Agency to prioritise the needs of the current and future riders in the project, rather than the construction methods which took priority in the original scheme.

1.13 This new approach to the issues has produced a very different result that has received wholehearted support from all who have an interest in the sport.

1.14 Subject to Sports Lottery Fund approval of the bid for additional funds, the revised scheme will now be procured through the traditional route with construction tenders invited on the basis of detailed drawings and specifications. The new scheme, which includes a range of operational and user benefits, has been professionally costed to include all the elements needed to properly complete the development.

1.15 Whilst the scheme is now costed at £998,100 the lottery grant award sought at £828,423 remains at 83% of costs with the Riding for Disabled Association/Leeds City Council contribution of £169,677 maintaining the balance of 17% of costs.

1.16 This document forms a supplement to the original submission and, in particular, seeks to address the matters raised in the "in principle" award letter dated 6 March 1998.

1.17 The schedule of use, business plan, breakdown of building costs and the scheme drawings form the remainder of this submission.

1.18 It should be emphasised that the revised submission does not represent a project that has sought to add new elements, floorspace or features without justification.

1.19 All the changes from the original submission have been generated from a better understanding of the needs of the ultimate users of the centre, the riders, and by considering health & safety issues and best practice at other similar centres including the recently opened Unicorn Centre, Cleveland.

1.20 On the behalf of the client, the RDA, Leeds City Council Leisure Services and the many current users and those who wish to use the expanded facility I trust you will be able to give this your attention and favourable support.

Assessment of Needs & Programme of Use

2.1 At the present time the riding centre operates 6 days a week for 50 weeks of the year, closing to the public only for a 2-week period at Christmas.

2.2 The current and anticipated use of the centre is set out below to demonstrate both the need for the extended facility and the programme of use envisaged.

Riding Programme

2.3 The centre provides for both disabled and able-bodied riders with the former group being the major users of the centre.

2.4 At present 10 adult training centres, 1 day centre and 2 special schools are able to use the centre for a one hour riding session each week for 50 weeks of the year. (see appendix 1). With the exception of West Hall Special School, Wakefield, all the centres are Leeds based. There are also separate sessions, mainly held on Saturdays, allocated to disabled riders for individual riding sessions. For clients with either severe learning difficulties or who are too heavy for the horses, the driving option with a horse and carriage is used and these lessons are allocated separately also.

2.5 There is at present a waiting list for all categories for disabled riding. For example the Horsforth Adult Training Centre (130 Clients) has no access to the centre at all and current users such as the Moor End ATC and Ramshead Wood Centre are not able to fulfil their demand as outlined in supporting correspondence (appendix 2). In addition, there are a further 10 centres in Leeds alone which are potential clients.

2.6 The centre has not sought to promote the riding facilities available given demand far outstrips supply. The schedule at appendix 3 gives an indication of the substantial number of disability and other organisations which could be targeted if or when additional supply comes on stream.

2.7 With respect to individual, private disabled clients, there are approximately 60 on the waiting list at present.

2.8 There is no formal programme of use for the outdoor arena at present because of both the shortage of horses available for riders and staff to supervise training and coaching sessions. With the proposed increase in capacity at the centre, it will be possible for the outdoor arena to be more fully brought into use for riding and a formal programme of use drawn up.

2.9 On weekdays some use of the facility is made, weather permitting, by students and some driving instruction is also undertaken. At weekends the outdoor arena is used for able-bodied clients and there is potential to expand this use. Importantly, the arena is also used for schooling and exercising horses. It should be stressed that the involvement of able-bodied riders is essential to ensure the horses receive intensive exercise and further schooling to maintain appropriate levels of equine fitness and discipline necessary for disabled riding lessons to take place.

Schedule of Rides per Annum

Rides	1998	1999	2000	2001
Disabled	5000	7100	9500	9500
Driving	250	500	950	950
Able Bodied	1250	2000	3200	3200

Training & Coaching

2.10 The provision of professional riding lessons requires professional staff made up of capable, qualified individuals who can work at specific levels of competence.

2.11 The National Vocational Qualifications (NVQ) in the Horse Industry as promoted by the British Horse Society provide work-based assessments at 3 levels of qualification and as such, are of a very practical nature (appendix 4). Recipients of these awards can go into any area of equestrian sport as grooms, yard managers, competition riders, riding school proprietors etc. British Horse Society qualifications are nationally and internationally recognised awards which produce competitors, trainers, instructors and grooms.

2.12 All the above awards and qualifications form the backbone of the sport and without the in-depth knowledge and skill that the training provides, the sport would not be able to exist.

2.13 At the present time, the Centre works with Park Lane College and runs an NVQ level 1 course for two groups of students with special needs. This course operates over a 3 year period one day a week for each group for 30 weeks.

2.14 The Centre and the College also run an NVQ level 2 course in animal care (horse option). Students, in groups of 6, spend two weeks at the riding centre gaining work experience. The course operates over a 20 week period for 10 different groups of students.

2.15 The Centre also provides work experience and training to a small number of full time 'in house' students seeking either an NVQ level 2 or NVQ level 3 qualification over a 2 or 3 year period.

2.16 Whilst the majority of time for students and trainees seeking a qualification is spent on practical work at the riding centre, that element requiring formal instruction and course work is carried out in the existing dilapidated portacabin in the car park which serves as a study area.

2.17 In terms of increasing demand, the Centre and Park Lane College wish to expand use of the centre for both disabled and able bodied students for all NVQ levels. Discussions are also in progress with Joseph Priestley college for a similar range of Sports Training and Coaching courses and qualifications (appendix 5)

2.18 In addition, plans are well advanced for establishing the extended centre as an NVQ training centre in its own right. (A programme for use of the study facilities for Sports Training and Coaching is shown at appendix 6)

2.19 As demonstrated in the business plan, the provision of training and qualifications not only encourage students in the sport and other equestrian-related activities, but provide an important source of revenue funding for the centre.

Events

2.20 Currently there is no provision at the Centre for spectators, including parents, to safely view the activities taking place in and around the indoor arena and stable yard. The proposed First Floor viewing gallery will not only provide a safe environment for non-riders but create substantially improved facilities for viewing activities taking place in the arena.

2.21 This will enable the present very limited use of the centre for lecture demonstrations, hosted by expert riders and instructors, to be substantially increased.

2.22 In addition to dressage, show jumping, driving events and other equestrian competitions, the new facility will also be available for horse society meetings and shows.

2.23 Arranging such events will not only bring revenue benefits, perhaps understated in the business plan, but will importantly raise the profile of the extended and improved riding centre to a wider audience. Clearly there is the potential for this to be translated into new interest in the sport and will fundamentally improve the appreciation of the rides and the general public, of the level of expertise and ability that exists in the Centre.

Business Plan

3.1 A cautious approach has been adopted in terms of the Business Plan shown over-page. As demonstrated in the previous section, demand to use the centre is strong from all areas of business operation. There is significant untapped potential to realise new business if necessary from existing clients and those organisations which are currently unable to use the centre.

3.2 The staffing structure shown below identifies existing staff levels and additional staff to be employed by the time the centre reaches maturity in the Business Plan by 2001. The cost of employing all staff is reflected fully in the Business Plan.

Existing Staff	Additional Staff (2001)
Manager	Assistant Manager
Assistant Manager	Yard Supervisor
Groom	Instructor
Groom	Instructor
Groom	Administration Officer
Groom	
Groom	Plus existing
Groom	
Groom	
<hr/>	
8 Staff	13 Staff

3.3 The proposed staffing structure includes one additional senior staff member to ensure there is at least one manager on site to cover the extended hours of operation. The appointment of a yard supervisor and two instructors reflects the increase in activity in the centre and the number of disabled and able-bodied riders requiring supervision and tuition. The appointment of an administrator will relieve the manager of much of the existing day to day administration of the centre and the future increase in business arising from the extended facility and hours of operation. The administrator will also be responsible for increasing levels of sponsorship.

Combined Budgets RDA & LCC

	1998/99	99/00	00/01	2001/02
	£	£	£	£
Employees	64,180	96,760	129,570	133,720
Training	-	1,230	1,000	500
Buildings	1,500	2,250	3,000	3,090
Electricity	1,000	1,500	2,050	2,110
Water	1,600	2,400	3,270	3,370
Cleaning Materials	-	250	250	250
Toilet Requisites	800	1,200	1,640	1,690
Rates (exempt)	-	-	-	-
Security	500	750	1,020	1,050
Insurance	3,200	4,800	6,540	6,740
General Equipment	1,000	1,000	1,500	1,550
Agric. Equipment	1,200	1,500	2,000	2,060
Animal feed	8,500	11,250	14,590	16,030
General Materials	4,400	4,400	6,500	6,950
Purchase of Horses		17,500	7,500	
Stationary	130	500	250	260
Advertisements	100	1,000	200	210
Postage / Telephones	1,400	2,000	1,700	1,750
I.T.	300	450	500	520
Clothing / Uniforms	500	750	1,000	1,030
Contracted Services	2,500	3,500	5,000	5,150
Freelance Training	11,600	5,800		
Vets / Blacksmiths	3,600	5,100	7,450	7,670
Licenses	230	340	460	470
Petrol / Oil / Derv	480	720	960	990
Vehicle repairs	430	500	700	720
Lectures / Shows		600	715	1,035
Total	109,150	168,050	199,365	198,915

Income

Existing	Sept. 98	Sept. 99	Sept. 00	Sept. 01
Rides				
disabled (£4) - (1999 - £5)	20,000	25,000	25,000	25,000
ablebodied (£9) - (1999 - £10)	11,250	12,500	12,500	12,500
Driving Training	1,250	1,250	1,250	1,250
Park Lane	13,320	13,320	13,320	13,320
Dogations	4,580	4,580	4,580	4,580
Arena Hire	700	transferred to new business		
NVQ Training	670	transferred to new business		
Other	1,720	1,720	1,720	1,720
Sub Total	53,490	58,370	58,370	58,370
 New Business				
Rides				
disabled		10,500	9,000	
abled bodied		7500	12,000	
Saturday (disabled)			3,000	
Driving Training		1,250	2,250	1,250
Park Lane		13,500		
Joseph Priestley		3,000	3,000	3,000
		4,500		
NVQ Centre		3,000	3,000	3,000
Sub Total		43,250	32,250	7,250
Running Sub Total			75,500	82,750
 Lecture Demonstrations		1,875	1,950	2,100
Shows/Competitions		1,000	1,500	2,250
Hire for Shows		450	450	750
Driving Instruction/Shows		200	300	600
Sub Total		3,525	4,200	5,700
 Total	53,490	105,145	138,070	146,820
 Expenditure	109,150	168,050	199,365	198,915
Net Cost	55,660	62,905	61,295	52,095

Existing Building

Internal Accommodation

4.1 The Centre consists of a horse riding arena and stable block, along with a staff room, tack room, feed room and toilets. The construction of the main building is a steel portal frame with a profile roof construction incorporating GRP rooflight infill profile panels.

4.2 The floorspace within the riding arena is presently covered with specialist 'Fibre Sand' material which generates some problems. When the sand dries out, the atmosphere in the arena becomes very dusty for both the horses and the riders. The Client has to address this problem by watering the surface at least twice weekly. This is proving time consuming and costly. The surface also suffers from compaction and has to be rotovated regularly.

4.3 There are 11 loose horseboxes sited to the east side of the main block. These have 2 stable doors to each box with access to both the covered yard and external area. The drainage from the loose boxes is via an open central surface channel system in the covered yard area.

4.4 The single staff room (for 8 staff) and other ancillary rooms are situated opposite the loose boxes. The accommodation is inadequate and restricted for the functions required. It is the only area of the building with electrical panel heating.

External Accommodation

4.5 The external areas consist of an outdoor riding area and two isolation horseboxes. There is a temporary classroom structure, in poor condition, situated against the northern boundary. The car park area, situated in front of the main building, is of a temporary nature and does not have any defined parking bays or satisfactory surface dressing and suffers from continuing settlement.

4.6 There are two staff bungalows situated along the edge of the southern boundary and the overall site is enclosed by a 2 metre high metal boundary fence with entrance gates.

Statutory Services

4.7 The site does not have a mains gas supply but, after investigation, provision has been ruled out on cost grounds.

4.8 The existing water mains supply to the centre is inadequate and will have to be improved.

The Architectural Brief

Principles of Development

Client/Staff Facilities - Provide new reception / administration / student facilities

Arena - Extend existing indoor arena by approx. 50%

Stabling Facilities - Provide additional stables and associated / improved facilities

Mechanical and Electrical - extend and improve as necessary

Covered Storage Area - Replacement/extended storage facilities

Specification

Client/Staff Facilities

- New entrance and reception area
- Main study/meeting room (up to 15 people)
- Secure store to above
- Office
- Student recreation room
- Provide judges box, centrally at eastern end of arena (floor height to be determined). Judges box to accommodate 2 persons and be accessible for disabled users.
- 1st floor viewing gallery providing:
 - access by lift and stairs
 - seating for approx. 100 people including defined viewing area for wheelchair users
 - retractable, clear screen to arena
 - space to be capable of sub division to form 2 separate areas

Disabled user Facilities (south side)

- Office
- Secure locker area/bench seating
- 2 disabled showers/WC's
- Wheelchair ramp and steps to riders mounting block
- Reposition existing disabled hoist

Able bodied Facilities (north side)

- Store
- Secure locker area/bench seating
- 2 WC's and 1 disabled shower/WC

NB With the exception of the ramp/steps to the riders mounting block, all facilities in section 1 to be designated as a 'clean area'.

Indoor Arena

- Extend the existing arena (19.850m wide x 41.3000m long between kickboards) to 60.0m in length.
- Replace existing arena floor with non-dust generating material to be agreed.
- Provide double, inward opening doors to end of extended arena and other access doors as appropriate.
- Non insulated roof to have some clear panels for natural lighting
- Provide mirrors (specification to be determined) to arena ends.

Stabling and Ancillary Facilities

- 10 stables with access to new internal yard and covered walkway to external sides
- Drainage to external, covered gully
- Stable floors to be covered with rubber matting
- Roof to be insulated
- New tack room (heated), feed room and area for clipping/shoeing

Existing Stable Block

- Provide new drainage channel to stables (to prevent flows across stable yard)

Covered Storage Area

- Provide new single storey covered area (approx. 400m²)
- Covered area to be enclosed on 3 sides with open access to 4th side.
- Access doors as appropriate
- Hardstanding/water supply for soaking hay