

# Cefn Cribwr Athletic Club



## 5 Year Business Plan Community Asset Transfer

Draft Prepared by Consultant Ryan Jones (September 2020)  
Final Version Updated by Cefn Cribwr Athletic Club (November 2020)

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## 1. Executive Summary

The purpose of this plan is to examine Cefn Cribwr's Athletic Club's (C.C.A.C.) proposals for taking on part of Cae Gof Playing Fields (2 pitches, tennis courts, bowls green and bowls pavilion) under a Community Asset Transfer and to provide assurance as to the viability of the project. The plan may also be used to engage the support of appropriate third parties i.e. external funders and supporters.

Cefn Cribwr Athletic Club was established in 1890's principally to provide facilities for rugby union and the other winter and summer sports. Currently the club provides rugby and bowls activities. The Community Asset Transfer (CAT) vehicle is Cefn Criwbr Rugby Club Limited, a company limited by guarantee, registered April 2011.

## The Project

Under a self-management 35 year lease from Bridgend County Borough Council C.C.A.C. aim to ensure the longevity and financial sustainability of the Cae Gof site for future generations. The bowls element requires significant ongoing subsidy from the athletic club and without it bowls will be lost to the village.

The full proposal seeks to a) extend the existing bowls pavilion to cater for rugby, referee, disability and female sport needs plus b) improve pitch conditions, particularly pitch D. Planning permission has been sought for the pavilion extension.

The impressive rugby club clubhouse situated at Cae Gof was built in 2014 is owned by C.C.A.C. and provides the main source of C.C.A.C.'s income.

## Financial Position

This business plan has been prepared during the developing Covid -19 Pandemic. As a club, C.C.A.C. is in solid position financially and have an experienced management team that are working hard to ensure that the club emerges from this uncertain period in an equally strong position. The business plan therefore shows Pre and Post Covid financial forecasts.

The total redevelopment capital cost is estimated at £240,508. Bridgend County Borough Council is requested to assist C.C.A.C. by providing financial support towards the capital costs of immediate priority work, namely:

- a. Bowls Pavilion remedial work, circa £11,000
- b. Bowls pavilion extension and gas supply connection, circa £146,000
- c. Pitches and Bowling Green maintenance machinery, circa £13,812
- d. Bowls green renovation work, circa £8,659
- e. Pitch A & Pitch D improvement works, circa £61,037

Separate CAT Fund applications will be made for each element. Following asset transfer completion (estimated April 2021) capital work will be led by C.C.A.C. as leaseholders of the building, subject to terms and conditions of asset transfer being complied with.

The core running costs are estimated to increase by approximately £26,500 per annum once the asset transfer is completed (offset in part by not paying anticipated % Full Cost Recovery increases to BCBC). C.C.A.C. continues to generate sufficient revenue from new and existing users to offset increased running costs.

Financial projections show that the project is financially viable:

<b>Cefn Cribwr Athletic Club</b>						
<b>Income and Expenditure Revenue Projections: Summary</b>						
	£	£	£	£	£	£
	Pre CAT	Post CAT	Post CAT	Post CAT	Post CAT	Post CAT
<b>Income:</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
Rugby Income:	1,600	1,632	1,665	1,698	1,732	1,767
Pitch & Pavilion Rental Income:	-	840	882	926	972	1,021
Clubhouse Income:	224,603	235,833	247,625	260,006	273,006	286,657
Other Income:	78,478	84,028	80,608	82,035	83,676	85,161
<b>Total Income:</b>	<b>304,681</b>	<b>322,333</b>	<b>330,780</b>	<b>344,665</b>	<b>359,387</b>	<b>374,605</b>
	£	£	£	£	£	£
	Pre CAT	Post CAT	Post CAT	Post CAT	Post CAT	Post CAT
<b>Expenditure:</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
Cost of Sales, People and Finance Costs:	146,105	153,838	161,297	169,124	177,338	185,958
Clubhouse Costs:	58,416	59,584	60,776	61,992	63,231	64,496
Rugby Costs:	76,093	76,095	77,617	79,169	80,753	82,368
Pavilion Costs (Bowls Pavilion):	-	8,996	9,176	9,359	9,547	9,738
Pitch Revenue Costs:	-	17,500	18,300	19,140	20,022	20,948
<b>Total Expenditure:</b>	<b>280,614</b>	<b>316,013</b>	<b>327,166</b>	<b>338,784</b>	<b>350,891</b>	<b>363,508</b>
<b>Surplus (Deficit)</b>	<b>24,067</b>	<b>6,320</b>	<b>3,614</b>	<b>5,881</b>	<b>8,496</b>	<b>11,097</b>
<b>Balance*</b>	<b>63,667</b>	<b>69,987</b>	<b>73,601</b>	<b>79,482</b>	<b>87,977</b>	<b>99,074</b>

## Conclusion

The project provides a real opportunity improve the functionality of the Cae Gof site. With investment an extended, modern multi-purpose, multi-sport changing pavilion will safeguard bowls in the village as well as offering better facilities for members and the local community. Further detail supporting the conclusion is set out in the business plan.

## 2. The Project

### 2.1. The Organisation: Cefn Cribwr Athletic Club

Cefn Cribwr Athletic Club (C.C.A.C.) traces its roots back to the 1890s, principally to ‘provide facilities for rugby union and other winter and summer sports’. C.C.A.C. operates from Cae Gof Playing Fields – established 1958 – and retains approximately 250 members (bowls & rugby). Operations are supported by 30-40 volunteers. 1.5 staff members are employed to operate the impressive main clubhouse (not subject to CAT).

A private company limited by guarantee, Cefn Cribwr R.F.C. (company no: 07608846) was established in 2011 to provide a vehicle for the construction of the clubhouse at Cae Gof (opened in 2014 and owned by C.C.A.C.). The clubhouse freehold is held in trust via the Ltd Company with a WRU legal charge on property. 74% of income derives from clubhouse activities i.e. functions, hospitality.

C.C.A.C. operates to a financial year, Community Amateur Sports Club (C.A.S.C.) registered and VAT registered. Annual accounts illustrate the financial sustainability of the organisation.

Year End	Income	Expenditure	Surplus / Deficit
31/12/19	£303,681	£280,470	£23,211
31/12/18	£252,759	£255,715	-£2,956

An annual club development plan is submitted to WRU outlining participation and facility improvements. C.C.A.C. benefits from a strong rugby / community focussed pathway i.e. 1st, 2nds, 5 junior teams & junior rugby tots. The senior team compete in WRU National League 3 West Central B. The club’s current constitution clearly reflects its position as an athletic club, primarily a rugby club (objects). Payment to players strictly prohibited (clause 3.2). ‘The income and property of the Club shall be applied solely towards the promotion of the objects ... no profit to the members of the club.’ ‘Committee’ meetings every 2-3 weeks include finance / treasurer’s reports. AGM held each July.

The existing Cae Gof Pavilion is shared with Cefn Cribwr F.C. The latest condition survey undertaken on the pavilion by Faith & Gould in March 2020 highlighted essential repairs totalling £34K to be required. However, by contrast the last survey undertaken in 2018 by the same consultants highlighted repairs circa £150K – a vast difference with no addition building works being undertaken during the intervening period.

The current rugby changing facilities at the pavilion do not meet WRU standards and due to size limitations there is no scope for expansion.

CAT discussions between the rugby and football clubs have been ongoing for number of years, including tentative discussions for a joint venture.

However, C.C.A.C. do not believe that partnership working is likely to be successful due to:

- The limitations of the current changing facilities that is likely to hamper the future development potential and ambitions of C.C.A.C.;
- The size and financial imbalance, historical grievances and ongoing trust issues between the rugby and football clubs;
- The need to develop a solution that will enable the bowls club and bowling facilities to be incorporated.

## 2.3 Cae Gof Playing Fields

Cae Gof Playing Fields is currently owned by Bridgend County Borough Council as part of its leisure provision within the county. C.C.A.C. pays BCBC £1,700 rental per season (prior to COVID hire freeze).

The proposal is to transfer to C.C.A.C. (via Cefn Cribwr RFC Limited), for self-management under a 35-year lease under the Council’s Community Asset Transfer programme.

This business plan focuses on the transfer of Pitch A (main rugby pitch); Pitch D (lower tier overlooked by clubhouse); Bowls Green and Bowls Pavilion.

A separate CAT application is in preparation with Cefn Cribwr F.C. for pitches B & C plus existing changing rooms.





## The Pitches

**Pitch A:** The northern most pitch adjacent to the main road is situated on the upper bench area formed from previous land reclamation operation and is the home pitch for Cefn Cribwr RFC.

**Pitch D:** Currently not marked or fenced – purely asymmetrical grass area used informally by the community. Rarely used for sport due to extreme waterlogging conditions. C.C.A.C. would seek to enhance barriers / fencing around pitch D to deter dog walkers and safeguard facilities.

All 4 pitches suffer from wet surface conditions and poor drainage. A boundary ditch runs to the South East corner which discharges to the south through agricultural land.



Independent pitch report (whole Cae Gof site) produced March 2020. *‘The main problem associated with these pitches is the lack of adequate drainage. Other issues such as the lack of soil structure and the grass health can only be satisfactorily addressed when the drainage situation improves. The surface gradients can be addressed if needed during improvement operations by re-profiling the topsoil and reducing the pitch slopes. The soil chemistry status and grass plant health can be addressed during surface establishment and subsequent maintenance operations.’* – Peter Jones Pitch Consultant

Typically the pitches are waterlogged with typically muddy conditions and areas of very poor grass coverage. The lack of active drainage within all 4 pitches means that the ground does not recover well after heavy rainfall events and is reliant on surface run-off and evaporation to remove standing water. As a result the pitch recovery can be slow and games postponed.

All 4 Cae Gof pitches would be significantly improved by installing suitable drainage systems. This should include should include a primary piped system supplemented with a secondary system of slit drains or sand grooves.

These operations would dramatically improve the pitch quality and increase the reliability of fixtures and, provided an adequate maintenance regime is followed, will give years of dependable performance.

The PQS provides the basic minimum standard for the construction and maintenance of grass turf playing surfaces. Principally this recommends that a natural grass pitch must:

1. Have adequate grass cover
2. Have low levels of weed coverage
3. be reasonably flat
4. Have the ability to drain surface water

It is divided into 3 categories: High, Standard (Mid), and Basic

Currently the main rugby pitch (pitch A), the soccer pitch (B) and the dual-use pitch (Pitch C) generally achieve the basic category within the PQS system but the drainage and grass health aspects are poor and need improvements. Pitch D is historically the wettest ground and was also below the basic threshold for pitch gradients.

The items highlighted within Tables 2 to 4 are of primary concern and require attention.

**Pitch A**

Item	PQS Category on the day of the visit
Ground cover and grass health	Basic - with areas below basic
Undesirable weeds and grasses	Mid
Root depth	Mid
Thatch depth	High
Topsoil depth	High
Gradient lengthways	Basic
Gradient cross pitch	Basic
Drainage (Infiltration Rate)	Below Basic

**Table 2 – Pitch A PQS**

**Pitches B and C**

Item	PQS Category on the day of the visit
Ground cover and grass health	Basic to Mid
Undesirable weeds and grasses	Mid
Root depth	Mid
Thatch depth	High
Topsoil depth	High
Gradient lengthways	Basic
Gradient cross pitch	Basic
Drainage (Infiltration Rate)	Below Basic

**Table 3 – Pitches B and C PQS**

**Pitch D**

Item	PQS Category on the day of the visit
Ground cover and grass health	Basic to Mid
Undesirable weeds and grasses	Mid
Root depth	Mid
Thatch depth	High
Topsoil depth	High
Gradient lengthways	Mid
Gradient cross pitch	Below Basic
Drainage (Infiltration Rate)	Below Basic

**Table 4 – Pitch D PQS**

Source: Peter Jones Pitch Consultant Report (March 2020)



### The Existing Changing Pavilion



The current pavilion is in a severe state of disrepair. Two condition surveys have been completed but are miles apart in cost. 2018 pavilion / building (6 changing rooms and meeting room) condition report identified circa £150k+ repairs required. 2020 revised condition report indicated a backlog of repairs – Circa £36,000. There is also signs of subsidence at the front of the building i.e. cracks up the walls, not included in the latest condition report.

The existing changing pavilion does not meet need. The changing rooms upstairs only just fits 15 players and the current game includes a squad of 25 plus coaches and physios. There is only 1 official's changing room whilst the sport is benefiting from more female officials in the WRU (this is shared with the football). There is no disabled access or toilets on the 1st floor and the rugby club junior section has a number of disabled members. The bowls pavilion has these facilities.

### The Bowls Pavilion

The bowls pavilion was extensively repaired following fire damage in 2015. It currently caters just for C.C.A.C. bowls members. It does not have the necessary space or adequate layout to accommodate rugby changing facilities.



## The Tennis Courts

Transformation of the disused tennis courts to an all-weather training surface / community facility (adjacent to Pitch D) is dependent on external funding and viewed as a medium to long-term objective.



Note, access to free parking at the clubhouse (top right) and also the scale of the site itself. The yellow markers indicate slopes and gradient discrepancies. Pitch D slopes from left to right (as viewed) and would not be suitable for any A grade matches. Mini & junior rugby could still be played within these limitations.

## 2.3 Renovation & Improvement Plans

Separate CAT Fund applications will be submitted to:

### A. Bowls Pavilion Remedial Work

Quote: £11,000. Renovation of the existing bowling pavilion to bring the asset up to an acceptable standard. Works will include: all windows & doors upgraded to double glazing, all fascia boards replaced; damp within the pavilion addressed; painting and decorating.

B. Extension of the existing bowling pavilion to provide additional changing rooms and showers, doubling the space available and improving functionality.

Two tenders received at similar costs, circa £146,000 with another tender much higher. Costs include connection of the bowls pavilion to the mains gas supply to provide heating and hot water.

C.C.A.C. currently has over 120 young children in the minis and junior section, ranging from 3 -13 years old. These are boys and girls, some with disabilities and learning difficulties. C.C.A.C. has prided itself on bringing the game of rugby to anyone who wants to play; an ethos that must continue.

C.C.A.C. run 2 senior sides and currently have 85 players registered. 2 homes games being played simultaneously, requires 4 changing rooms. The current pavilion only has 6 changing rooms, while the football has 3 sides. We only have 4 pitches so only 4 home games can be played at the same time for both sports. The recent reconfiguration to the changing rooms by the football reduced it from 8 – 6 changing rooms. Therefore, not all home games could be played at the same time. C.C.A.C. need 4 correctly sized changing rooms to carry on playing rugby at senior and junior level.

C.C.A.C. rugby delivery plan includes the introduction of a ladies team and with a large number of the junior section players being female, this could be with us sooner than later. The club are actively looking for women players.






As highlighted bowls is an important and historic section of the C.C.A.C and without C.C.A.C. input it will surely fold. This is a vital part of the community for the elderly, giving them physical and mental stimulation along with companionship. These are all things that increase their health and wellbeing. C.C.A.C., as a club, are unable to financially support two pavilions, if forced into the main pavilion with the football then bowls in Cefn Cribwr will cease.

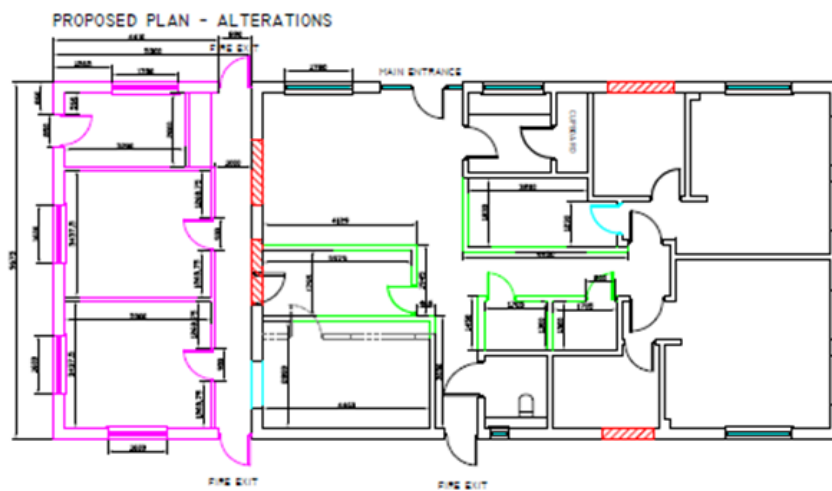
The firm belief is that with the running of a successful clubhouse, C.C.A.C. are more than equipped to run the Bowls pavilion, Bowls green, 2 pitches and, in time, refurbish the tennis courts. The stretch of taking on the main pavilion would be too much and put the whole operation at risk, something the committee on behalf of the members are not prepared to do.

The current bowls pavilion is in a far better state than the main pavilion (the builders who have quoted for the work have all stated this). As a result, it makes perfect sense to move in with the bowls to ensure their, and C.C.A.C., existence. The initial capital outlay required is sizable, however the lifespan of the bowls pavilion makes it the obvious choice.

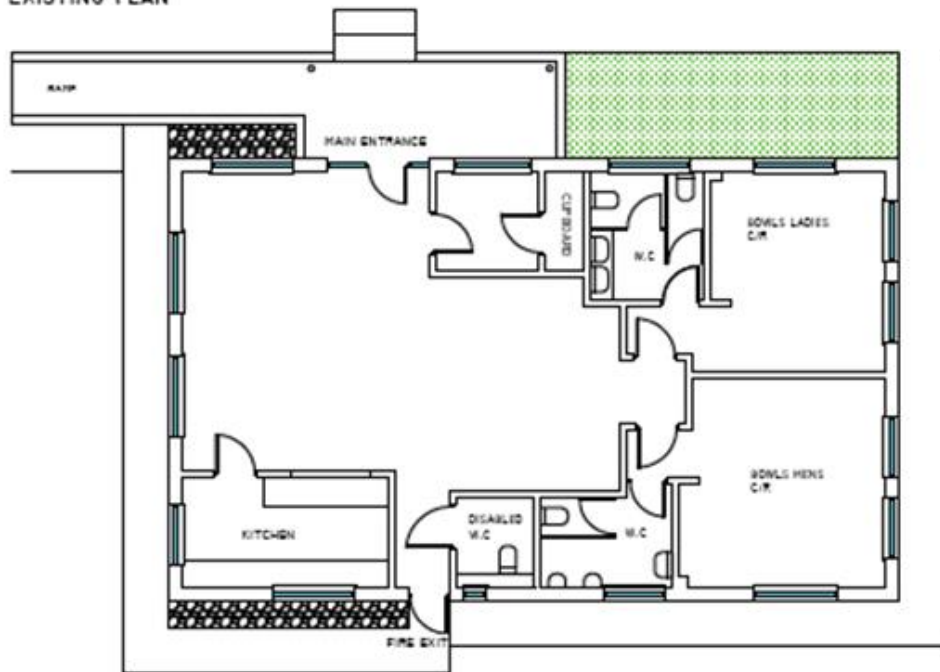


KEY

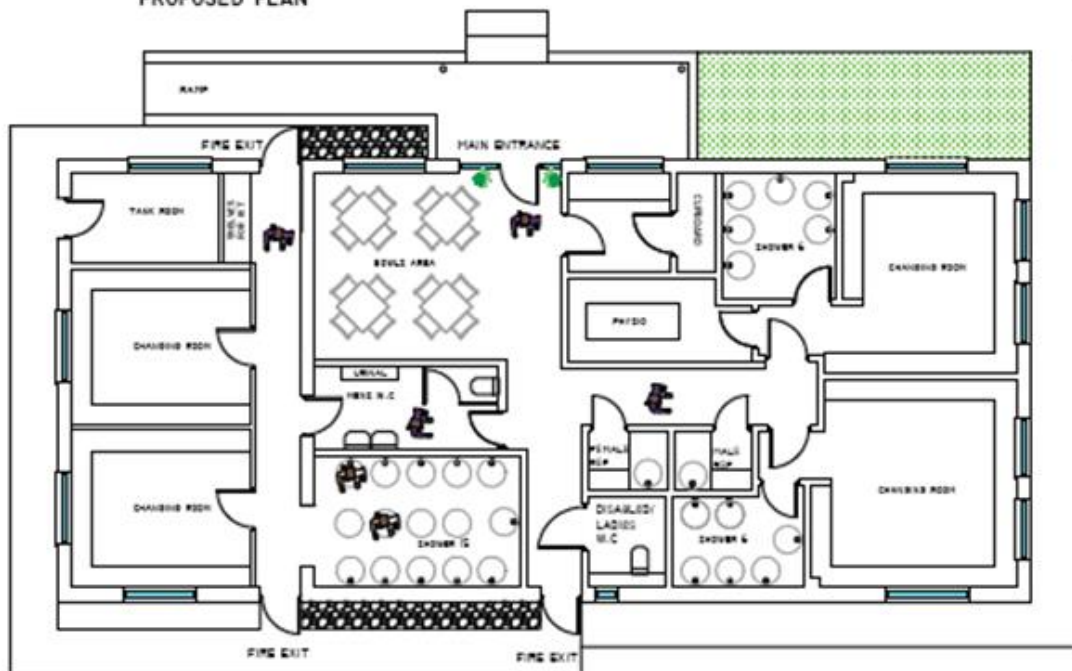
-  BLOCK UP EXISTING WINDOWS
-  NEW PARTITIONING
-  EXTENSION
-  EXISTING INTERNAL WALLS TO BE REMOVED
-  KNOCK THROUGH WALLS



EXISTING PLAN



PROPOSED PLAN



PROJECT: PROPOSED EXTENSION TO CEFN CRIBWR ATHLETIC BOWLING CLUB  
CAE GOF, CEFN ROAD, CEFN CRIBWR, BRIDGEND, MID GLAMORGAN, CF320BA  
DRAWN BY: JULIA JAMES (JASMINE INTERIORS)  
SCALE: 1:100 @ A3  
DRAWING NUMBER: CCABC-1001

C. Apply drainage to Pitches A&D and improvement of the playing surfaces (2020 pitch condition report)

As per Inscapes quotations:

Pitch A = £23,415.

Pitch D = £23,838 plus primary drainage option £13,784 = £37,622.

D. Improve bowling green playing surface.

As per quotation £8,659.

E. Purchase equipment required to maintain the bowling green and pitches.

£13,812 as per equipment listing prepared by C.C.A.C.

This business case outlines the project, its benefits and demonstrate its medium and long-term financial viability and sustainability. This is a requirement under the Council's CAT Policy document for complex CATs or new builds. The business case and funding applications will need to be submitted to the CAT Steering Group for assessment and approval with the funding application for the Bowls Pavilion extension referred to the Cabinet for approval as it would exceed the £50K threshold.



Funding Summary		As at 16/11/20	All costs exclude VAT			
Project Item	Cost	Community Council Funding with BCBC match	Own Funding & Others	CAT Funding Request	Current Shortfall	
1	Bowling Pavilion Renovation	£11,000		£-	£11,000	£-
2	Bowling Pavilion Extension (including Gas main connection)	£146,000	£20,000	£31,000	£95,000	£-
3	Bowling Green Renovation	£8,659		£-	£8,659	£-
4	Pitch A drainage & renovation	£23,415		£-	£23,415	£-
5	Pitch D renovation & drainage	£37,622		£13,784	£23,838	£-
6	Bowling Green Equipment	£5,232		£-	£5,232	£-
7	Rugby Pitch Equipment	£8,580		£-	£8,580	£-
Totals		£240,508	£20,000	£44,784	£175,724	£-

### 3.0 The Market & Need

#### 3.1 Current Usage

The site currently hosts multiple sports, teams and sections and benefits from relatively spacious surroundings plus development potential. Rugby growth areas include new women section and hosting rugby league onsite (aid income generation). WRU facility improvement grant and Sport Wales grant likely to be pursued.










<b>Usage / Participation</b>	<b>Weekly (hr)</b>	<b>Av no users</b>	<b>No. Weeks</b>	<b>Total User</b>
Cefn Cribwr RFC Seniors (1st)	5	17	18	1,530
Cefn Cribwr RFC Seniors (2nds)	4	12	16	768
Cefn Cribwr Juniors - U5	3	17	20	1,020
Cefn Cribwr Juniors - U6	3	17	20	1,020
Cefn Cribwr Juniors - U7	3	17	20	1,020
Cefn Cribwr Juniors - U8	3	17	20	1,020
Cefn Cribwr Juniors - U9	3	17	20	1,020
Junior Rugby Tots	2	65	20	2,600
Cefn Cribwr Bowls Club (Bowls Green)	15	20	24	7,200
Other Users (Pitch A or D)	3	40	2	240
Other Users - Changing Rooms Only	0	25	20	-
Tennis Courts (open access)	0	10	40	-
<b>Totals</b>	<b>44</b>	<b>274</b>	<b>240</b>	<b>17,438</b>

The Bowls element current subsidy from Bridgend CBC will cease from 2021. Financial austerity and the resulting reduction in Local Authority spending on facilities means if the C.C.A.C. does not complete the Community Asset Transfer then rental charge is likely to significantly increase and threaten the viability of bowls section. Ultimately bowls in the village is under severe threat of closure.


Community asset transfer of Cae Gof will reduce the financial burden on the Local Authority and with support from partner agencies enable other sources of funding to be accessed (relatively little external fundraising to date). The end goal is to ensure a viable and sustainable future for this well used community asset.

As with many other communities Cefn Cribwr has issues around health, skills and employment. The C.C.A.C. has always used its power and influence to help address some of these inequalities i.e. volunteering opportunities, skills development and sport & health initiatives.

**Introduction** Page 3 for an introduction to this report

 <b>Population</b>	<p>There are 1,535 people living in Cefn Cribwr</p> <p>See pages 4-10 for more information on population by age and gender, ethnicity, country of birth, language, migration, household composition and religion</p>	 <b>Education &amp; skills</b>	<p>32% of people have no qualifications in Cefn Cribwr compared with 26% across Wales</p> <p>See pages 39-40 for more information on qualifications, pupil attainment and absences</p>
 <b>Vulnerable groups</b>	<p>19% of children are living in poverty in Cefn Cribwr compared with 20% across Wales</p> <p>See pages 11-23 for more information on children in poverty, people out of work, people in deprived areas, disability, pensioners and other vulnerable groups</p>	 <b>Economy</b>	<p>36% people aged 16-74 are in full-time employment in Cefn Cribwr compared with 36% across Wales</p> <p>See pages 41-48 for more information on people's jobs, job opportunities, income and local businesses</p>
 <b>Housing</b>	<p>1% of households lack central heating in Cefn Cribwr compared with 2% across Wales</p> <p>See pages 24-32 for more information on housing characteristics: dwelling types, housing tenure, affordability, overcrowding, age of dwelling and communal establishments</p>	 <b>Access &amp; transport</b>	<p>23% of households have no car in Cefn Cribwr compared with 23% across Wales</p> <p>See pages 49-51 for more information on transport, distances services and digital services</p>
 <b>Crime and Safety</b>	<p>The overall crime rate is lower than the average across Wales</p> <p>See pages 33-34 for more information on recorded crime and crime rates</p>	 <b>Communities &amp; environment</b>	<p>40% of people live in a flood risk area in Cefn Cribwr compared with 41% across Wales</p> <p>See pages 52-55 for more information on physical environment, air quality and neighbourhood classifications</p>
 <b>Health &amp; wellbeing</b>	<p>28% of people have a limiting long-term illness in Cefn Cribwr compared with 23% across Wales</p> <p>See pages 35-38 for more information on limited long-term illness, life expectancy and mortality, and general health</p>	<b>Appendix A</b>	<p>Page 56 for information on the geographies used in this report and 54 for acknowledgements</p>

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### 3.2 Target Market & Growth

Positive social media efforts and regular communication with members. Over 125 years of rugby in the village.

This proposal is linked to Bridgend CBC’s Corporate Priorities:

- Supporting a Successful Economy - C.C.A.C. intend to use local suppliers to complete the works outsourced to third party providers. This in turn will support local jobs. The continued success of C.C.A.C. will also contribute to the community and local economy.
- Making Smarter Use of Resources - By completing the CAT process with C.C.A.C., BCBC will be able to reduce its annual expenditure by transferring the costs of maintenance to C.C.A.C. C.C.A.C. intends to raise the standard of the playing surfaces and associated facilities for the benefit of the community.
- Helping People to become more Self-Reliant - as a result of the asset transfer, C.C.A.C. (and in turn the community of Cefn Cribwr) will no longer be reliant on BCBC for the provision of the playing and changing facilities.

The club benefits from a long established positive relationship with the WRU, local schools and regional partner Ospreys. Cefn Cribwr Junior Riders is a real growth area. C.C.A.C. has raised over £30k for the local autism school.

### 3.3 Competition

Cae Gof is a centrally located facility, in good condition, with an attractive clubhouse attached. Whilst there are other playing fields further afield these are more limited in their offering to support sport and community activities.

## 4.0 Project Management

### 4.1 The Board

Cefn Cribwr R.F.C. Limited has 5 directors and governs the C.C.A.C. on strategic issues i.e. Community Asset Transfer, Risk, Fundraising whilst day to day operations continue to be the focus of the existing 'Management Board' drawn from the C.C.A.C. membership.

Many of the people involved are self-employed or retired professionals with a broad range of skills to support the organisation's long-term viability, on a voluntary basis, with the aim of keeping costs as low as possible.

### 4.2 Staffing and the role of volunteers

Current maintenance pitch regime (as part of BCBC hire agreement) is limited, pitches cut and marked bi-weekly per booking. End of season renovation limited to harrowing.

Future pitch maintenance estimates circa £6k p.a. per pitch. In order to undertake the ongoing maintenance of extended bowls pavilion, bowls green, pitch A & D plus surrounding areas equipment is required – circa £17,500 if fully outsourced – work will be undertaken to a degree on a voluntary basis by club volunteers trained to utilise professional green / pitch maintenance equipment. Specialist contractors will be sourced for end of season and any capital development works.

C.C.A.C. has an existing volunteer base, many of whom are retired and flexible in terms of timing and involvement. Others bring specific skills and knowledge. C.C.A.C. is therefore confident that it has sufficient voluntary capacity to manage the day to day operations.

### 4.3 Policies & Procedures

C.C.A.C. operates under the direction of its directors (via Cefn Cribwr RFC Limited) and has in place policies, procedures and systems required to support operational requirements and any increase in responsibilities.

C.C.A.C. works with the Local Authority, WRU, Bowls Wales and other relevant organisations to develop documentation required to comply with all current legislation and to mitigate identified risks, including COVID response.

C.C.A.C. has significant insurance policies to cover building, contents, employment and other liabilities. Amendments to these policies will be required based on increased responsibility post CAT.

## 5. Marketing & Promotion

The project has attracted widespread support particularly local politicians and community council (element of capital funding already secured). The project is strategically aligned to Bridgend County Borough Council’s Corporate Plan objectives; people in Bridgend County Borough are healthier; people in Bridgend County Borough are engaged and empowered to achieve their own potential.

The primary market for the Cae Gof site is limited however the main income driver, the clubhouse, attracts numerous groups that require a convenient, central meeting space.

C.C.A.C. gains competitive advantage from:

- It’s well maintained, relatively spacious and modern clubhouse.
- Cae Gof Playing Fields is a relatively large site.
- Free parking on-site.
- Competitively hire price.
- Reinvestment of profits into the organisation.

## 6. Financial Position

### 6.1 Current Financial Position

This business plan has been prepared during the developing Covid -19 Pandemic. The impact on business is evident from the closure and then subsequent restricted operations of the club house which is the main revenue stream. C.C.A.C. has taken advantage of government schemes and adjusted day to day operations to remove unnecessary expenditure during this time. Given that the end of the period where restrictions are in place cannot be forecast, C.C.A.C. is unable to determine when the financial position will return to that enjoyed before the pandemic started. However, as a club, C.C.A.C. is in solid position financially and have an experienced management team that are working hard to ensure that the club emerges from this uncertain period in an equally strong position. The business plan therefore shows Pre and Post Covid financial forecasts. C.C.A.C. will continue to monitor the situation and proactively assess our priorities.

C.C.A.C. operates on a positive stable financial basis, activities are self-financing, with income covering ongoing running costs. C.C.A.C. benefits from a relatively healthy reserve. Annual accounts illustrate the financial sustainability of the organisation.

Year End	Income	Expenditure	Surplus / Deficit
31/12/19	£303,681	£280,470	£23,211
31/12/18	£252,759	£255,715	-£2,956

## 6.2 Project Finances

There are both capital and revenue cost implications to the project:

### Capital Costs

Estimates for the capital development costs:

	exc VAT			
<b>Bowls Pavilion / Changing Rooms</b>	<b>£ Cost</b>	<b>Funding Options</b>	<b>Need</b>	<b>Priority</b>
Bowls Pavilion Remedial Work	11,000	Bridgend CAT Fund / WRU / Club / Community Council	Club growth	High
Bowling Pavilion Extension (including Gas main connection)	146,000	Bridgend CAT Fund / WRU / Club / Community Council	Club growth	High
<b>Total</b>	<b>157,000</b>			
<b>Main Pitch (Pitch A)</b>	<b>£ Cost</b>	<b>Funding Options</b>	<b>Need</b>	<b>Priority</b>
As per Inscapes quote	23,415	Sport Wales / WRU / Bridgend CAT	2020 Pitch Condition Report	Medium
<b>Total</b>	<b>23,415</b>			
<b>Pitch D</b>	<b>£ Cost</b>	<b>Funding Options</b>	<b>Need</b>	<b>Priority</b>
Pitch extension; earthworks; cultivation (as per Inscapes quote)	23,838	Sport Wales / WRU / Bridgend CAT	2020 Pitch Condition Report	Medium
Primary Drainage	13,784	Club		
<b>Total</b>	<b>37,622</b>			
<b>Pitch Maintenance</b>				
Grass / Pitch Machinery	8,580	Bridgend CAT Fund	2020 Pitch Condition Report	High
<b>Total</b>	<b>8,580</b>			
<b>Bowls Green</b>	<b>£ Cost</b>	<b>Funding Options</b>	<b>Need</b>	<b>Priority</b>
Bowling Green Renovation	8,659	Bridgend CAT Fund (bowls)	Sustaining Community Asset	High
Bowls Maintenance Equipment	5,232	Bridgend CAT Fund	Sustaining Community Asset	High
<b>Total</b>	<b>13,891</b>			
<b>Total Capital Development Requirement</b>	<b>240,508</b>			

The capital build costs are subject to planning permission, funding and procurement exercise. C.C.A.C. is confident that the overall cost of the bowls pavilion extension can be reduced further by maximising the use of local supporters / registered builders where feasible.

### Revenue Costs

The projected revenue costs for the first 5 years of operation on completion of the improvement work:

	£	£	£	£	£	£
	Pre CAT	Post CAT	Post CAT	Post CAT	Post CAT	Post CAT
<b>Expenditure:</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
Cost of Sales, People and Finance Costs:	146,105	153,838	161,297	169,124	177,338	185,958
Clubhouse Costs:	58,416	59,584	60,776	61,992	63,231	64,496
Rugby Costs:	76,093	76,095	77,617	79,169	80,753	82,368
Pavilion Costs (Bowls Pavilion):	-	8,996	9,176	9,359	9,547	9,738
Pitch Revenue Costs:	-	17,500	18,300	19,140	20,022	20,948
<b>Total Expenditure:</b>	<b>280,614</b>	<b>316,013</b>	<b>327,166</b>	<b>338,784</b>	<b>350,891</b>	<b>363,508</b>

A detailed breakdown is provided in 5 year Financial Plan. Key points include:



- For prudence cost estimates i.e. pitch maintenance are ‘top end’.
- Leased from Bridgend CBC on a 35-year lease at peppercorn rent / discretionary rates.
- Site relatively large and depending on scale of CAT then a part-time groundsman could be employed.
- Draft bowls pavilion maintenance budget – circa £9k p.a.
- Annual revenue grants and bowls subsidies (BCBC, COVID) to cease.
- Other main costs: insurance, cleaning, stock and utilities subject to annual inflationary increases.

## 6.3 Potential Funding Routes

### Capital

The capital development will be led directly by C.C.A.C. as the long term leaseholder. The C.C.A.C. seeks direct grant funding to support the capital development, principally via Bridgend CAT Fund and Cefn Criwbr Community Council. As long term leaseholders, C.C.A.C. will have far greater scope to access funds to support the further capital development works identified:

Timeline	Need / Theme	Circa	Funding Options	BCBC CAT Funding Request	Other Funding Source
Year					
1	Bowls Pavilion Remedial Works	£ 11,000	Bridgend CAT	£11,000	
1	Extension of Bowls Pavilion (£136,000 plus £10k gas suply)	£ 146,000	Bridgend CAT	£95,000	
			Plus Community Council £10K & BCBC Match £10K		£20,000
			Plus Own Funds		£11,000
			Plus Ford Legacy Grant		£20,000
1	Green Maintenance Equipment (Bowls)	£ 5,232	Bridgend CAT	£5,232	
1	Pitch Maintenance Equipment (Rugby)	£ 8,580	Bridgend CAT	£8,580	
1	Bowls Green Improvements	£ 8,659	Bridgend CAT	£8,659	
1	Pitch Improvements (Pitch A 1st Team Pitch)	£ 23,415	Bridgend CAT	£23,415	
1	Pitch Improvements (Pitch D)	£ 37,622	Bridgend CAT	£23,838	
			Plus Own Funds		£13,784
		<b>£ 240,508</b>		<b>£175,724</b>	<b>£64,784</b>

### Revenue

The C.C.A.C. will ultimately be responsible for ongoing additional revenue costs – circa £25k p.a – post transfer. C.C.A.C. will work to generate increased revenue from the external hire to cover the additional running costs incurred, but principally costs will be absorbed by C.C.A.C.. For prudence, income has been kept low in the first 12 months post asset transfer, allowing time for developing the market and ramping up usage/bookings. The projected revenue income sources are as follows:

	£	£	£	£	£	£
	Pre CAT	Post CAT	Post CAT	Post CAT	Post CAT	Post CAT
<b>Income:</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
Rugby Income:	1,600	1,632	1,665	1,698	1,732	1,767
Pitch & Pavilion Rental Income:	-	840	882	926	972	1,021
Clubhouse Income:	224,603	235,833	247,625	260,006	273,006	286,657
Other Income:	78,478	84,028	80,608	82,035	83,676	85,161
<b>Total Income:</b>	<b>304,681</b>	<b>322,333</b>	<b>330,780</b>	<b>344,665</b>	<b>359,387</b>	<b>374,605</b>

Rental income / hire prices:

Cae Gof Usuage: Cefn Cribwr Athletic Club									
Hire £ Per Game / Per Session	Main Pitch (Pitch A)			Pitch D			Changing Rooms	Bowls	
	Whle	Half	Floodlights	Whle	Half	Floodlights			
Cefn Cribwr RFC Seniors (1st)	0	0	Inclusive	0	0	n/a	Inclusive		
Cefn Cribwr RFC Seniors (2nds)	0	0	n/a	0	0	n/a	Inclusive		
Cefn Cribwr Juniors - U5	0	0	n/a	0	0	n/a	Inclusive		
Cefn Cribwr Juniors - U6	0	0	n/a	0	0	n/a	Inclusive		
Cefn Cribwr Juniors - U7	0	0	n/a	0	0	n/a	Inclusive		
Cefn Cribwr Juniors - U8	0	0	n/a	0	0	n/a	Inclusive		
Cefn Cribwr Juniors - U9	0	0	n/a	0	0	n/a	Inclusive		
Junior Rugby Tots	0	0	n/a	0	0	n/a	Inclusive		
Cefn Cribwr Bowls Club (Bowls Green)							Inclusive		£30
Other Users (Pitch A or D)	n/a	n/a	n/a	75	40	n/a	Inclusive		
Other Users - Changing Rooms Only							£30		
Tennis Courts				Open Access - TBC					
<b>Volume</b>									
Cefn Cribwr RFC Seniors (1st)	18	occassions at	£0	per game totalling	£0	Pitch A	inc. friendlies & training		
Cefn Cribwr RFC Seniors (2nds)	18	occassions at	£0	per game totalling	£0	Pitch A	inc. friendlies & training		
Cefn Cribwr Juniors - U5	18	occassions at	£0	per game totalling	£0	Pitch D	inc. festivals		
Cefn Cribwr Juniors - U6	18	occassions at	£0	per game totalling	£0	Pitch D	inc. festivals		
Cefn Cribwr Juniors - U7	18	occassions at	£0	per game totalling	£0	Pitch D	inc. festivals		
Cefn Cribwr Juniors - U8	18	occassions at	£0	per game totalling	£0	Pitch D	inc. festivals		
Cefn Cribwr Juniors - U9	18	occassions at	£0	per game totalling	£0	Pitch D	inc. festivals		
Junior Rugby Tots	18	occassions at	£0	per game totalling	£0	Pitch D	inc. festivals		
Cefn Cribwr Bowls Club (Bowls Green)	18	occassions at	£30	per game totalling	£540	Bowls Green	All games		
Other Users (Pitch A or D)	4	occassions at	£75	per game totalling	£300	Pitch A / D	i.e. waterlogged elsewhere / cup		
Other Users - Changing Rooms Only	0	occassions at	£30	per game totalling	£0	n/a	i.e. football		
Tennis Courts (open access)									
<b>Totals</b>	<b>166</b>				<b>£840</b>				

6.4 Financial Projections

The table below identifies the projected turnover and profitability of C.C.A.C. for the first 5 years of operation – post COVID & Post CAT. Detailed projections are set out in 5 Year Financial Plan.

Cefn Cribwr Athletic Club						
Income and Expenditure Revenue Projections: Summary						
	£	£	£	£	£	£
	Pre CAT	Post CAT	Post CAT	Post CAT	Post CAT	Post CAT
Income:	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Rugby Income:	1,600	1,632	1,665	1,698	1,732	1,767
Pitch & Pavilion Rental Income:	-	840	882	926	972	1,021
Clubhouse Income:	224,603	235,833	247,625	260,006	273,006	286,657
Other Income:	78,478	84,028	80,608	82,035	83,676	85,161
<b>Total Income:</b>	<b>304,681</b>	<b>322,333</b>	<b>330,780</b>	<b>344,665</b>	<b>359,387</b>	<b>374,605</b>
	£	£	£	£	£	£
	Pre CAT	Post CAT	Post CAT	Post CAT	Post CAT	Post CAT
Expenditure:	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Cost of Sales, People and Finance Costs:	146,105	153,838	161,297	169,124	177,338	185,958
Clubhouse Costs:	58,416	59,584	60,776	61,992	63,231	64,496
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Pitch Revenue Costs:	-	17,500	18,300	19,140	20,022	20,948
<b>Total Expenditure:</b>	<b>280,614</b>	<b>316,013</b>	<b>327,166</b>	<b>338,784</b>	<b>350,891</b>	<b>363,508</b>
<b>Surplus (Deficit)</b>	<b>24,067</b>	<b>6,320</b>	<b>3,614</b>	<b>5,881</b>	<b>8,496</b>	<b>11,097</b>
<b>Balance*</b>	<b>63,667</b>	<b>69,987</b>	<b>73,601</b>	<b>79,482</b>	<b>87,977</b>	<b>99,074</b>

\*cash in bank opening: £39,600

The income generated totals £322,333 in the first year of full operation, post COVID, post CAT. With total revenue costs estimated at £316,013. The initial income generation target and risk is low. Revenue cost estimates 'top end' and will be continually monitored and managed within the income streams to ensure the continued viability.

To help ensure that C.C.A.C. is trading successfully the following measurements, or Key Performance Indicators, will be monitored on a regular basis:

- Usage & Percentage of repeat business
- Profit per month – as measured against the business plan
- Price benchmarking – measured against local and similar operators
- User feedback; marketing enquiries
- Volunteer Hours

## 6.5 Cashflow Requirements

The day to day operational cash flow requirements will be managed within C.C.A.C.'s ongoing working capital. The cash flow requirements of the capital development will be managed by the C.C.A.C. directly in conjunction with the appointed builder(s) once the construction profile is determined and the grant drawdown profiles are identified.

## 7. SWOT & Risk Analysis

### 7.1 SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>C.C.A.C. is well established, well known and financially sound</li> <li>Commitment and support of existing users and security of income streams</li> <li>Existing and stable membership /supporters.</li> <li>Skills and knowledge of directors – business skills, building experience, finance and project management</li> <li>Political links to support organisations i.e. WRU and Community Council</li> <li>Strong track record of raising funds for capital improvements e.g. clubhouse</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Capital funding not yet secured</li> <li>Funding applications may be held until the lease is signed and agreed</li> <li>Relationship with Football Club.</li> <li>Limited bowls membership.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Flexible and adaptable space</li> <li>Further partnership working</li> <li>Community regeneration within Cefn Cribwr, Cae Gof and Bridgend</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Failure to secure CAT funding bids</li> <li>Not obtaining planning permission.</li> <li>Future of bowls in the village.</li> </ul>

### 7.2 Risk Mitigations Based on SWOT Analysis

The following mitigations have been considered based on weakness and threats identified in the SWOT analysis. In the event that capital funding are insufficient, then these phases will be stretched over a period of several years with individual development items taken in series based on priority.

The risk of non-delivery is mitigated by the following factors:

- Ongoing commitment from C.C.A.C. members and directors, including match and in-kind contributions.
- Stable financial position and reserve, with potential to underwrite elements of the ongoing revenue costs.
- Capital funding bids already in progress and track record of successfully undertaking general maintenance and improvements at Cae Gof.

Risk	Impact	Mitigation	Sensitivity analysis
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Failure to secure any sufficient capital grant funding	The pavilion extension is reliant on securing grant funding	C.C.A.C. will make applications to several funding organisations once the lease agreement is finalized to maximise the level of funding available. A social business loan from WCVA is an option.  Where there is a shortfall, design changes will be considered. There is also scope to phase the work.	scenario 1
Decline in participation	A reduction in income	Indications that all current rugby sections will embrace new developments. Improved social media presence and Junior Riders’ set-up help increase participation.	n/a
Health and safety and property management issues	Operational issues potentially leading to liability and reputational damage	Reviewed Health and Safety policy and procedures to manage the property, particularly in light of the COVID challenges. Some maintenance tasks may need to be subcontracted to ensure appropriate H&S.	n/a

**8. Sensitivity Analysis**

Scenario 1: No capital grants.

The community as a whole benefits from C.C.A.C. ownership and management of the Cae Gof playing fields. If C.C.A.C. were not in a position to accept the asset transfer the facility would be lost and the community would suffer. The ongoing development of the facility will ensure that the current and future generations of Cefn Cribwr are able to play Rugby, Bowls and multi-sport activity within the village.

Maintaining access to regular exercise, team sports and development of the younger members of the community are key aspects; as well as the obvious physical benefits, there are well documented mental health benefits from regular activity as well as the support available to our membership.

**Annex 1: Detailed Financial Projections – See 5 Year Financial Plan**

*This document has been prepared with support from the Bridgend CBC CAT project & The Coalfields Regenartion Trust.*

