

# Llangeinor Football Limited

Company No: 12121000

## 5 Year Business Plan

# Llaneinor Changing Pavilion Development & Community Asset Transfer





#### 1. Executive Summary

#### 1.1 Purpose of the Plan

Llangeinor Football Limited's brief for the business plan was 'to develop and assess the feasibility of a new changing pavilion at Llangeinor, plus asset transfer implications of additional grass pitch at Llangeinor Playing Field and Lewistown Playing Field'.

The club's overall vision is to improve experiences and environments enabling participation growth for the club and its members. The results would allow the club and its partners to make a more informed decision on whether to pursue asset transfer of these sites from Bridgend C.B.C. and if so, how.

The plan includes consultation with key stakeholders, and a review of impact, technical and organisational issues. Proposals are subject to the scrutiny and agreement of Bridgend C.B.C. Community Asset Transfer Steering Group. The plan may also be used to engage the support of external funders such as the Cymru Football Foundation.

#### 1.2 The Project

The project consists of 4 components:

- a) A new Llangeinor Changing Pavilion (replacing the condemned changing room) by Autumn 2024.
- b) Upgrade (by summer 25) and self-management of the Llangeinor Playing Field by autumn 2024.
- c) Upgrade and self-management of Lewistown Playing Fields by March 2027.
- d) Upgrade and self-management of Llangeinor MUGA by March 2027.

All components are subject to a 35-year community asset transfer lease from Bridgend C.B.C. and external capital funding i.e. Bridgend C.B.C. C.A.T. Fund and Cymru Football Foundation. The foundation of the funding ask is around improving the quality of and access to facilities in a deprived community.

'Permission for Development' (ref: P/22/832/FUL) for the new build changing pavilion was granted on  $2^{nd}$  November 2023, subject to conditions. Before submission, various drawings and surveys concluded with Roger North Long & Partners Surveyors (Cardiff) providing overall project management. The building work costs submitted by the lowest tenderer were within the range of initial budget estimates of £365,000 - £400,000 plus VAT.

#### 1.3 The Business Case

The business case pivots on the transformation of a derelict football changing room plus the associated self-management of grass pitches. Llangeinor Football Limited's core running costs are estimated to increase by approximately £10,000 per annum after changing the pavilion build and self-maintenance

of the single grass pitch at Llangeinor Park. Running costs are partly offset by increased football participation (resulting in greater clubhouse income), a reduction in external pitch hire, and a higher degree of community/volunteer support for routine pitch maintenance tasks. Llangeinor Football Limited aim to ensure the longevity and financial sustainability of the various community assets for future generations, catering to modern footballing demands. Financial projections show that the project is financially viable:

	rinancia	rrojections	. Liangemor F	ootball Limited					
			New Changing Pavilion &						
			Llangeinor						
			Playing Field (self			MUGA & Lewistown CAT			
Project Developments			managed)			Lewistown CAI			
	Pre CAT		Post CAT	Post CAT	Post CAT	Post CAT			
Financial Year	23/24		24/25	25/26	26/27	27/28			
Income £:	Year 1		Year 2	Year 3	Year 4	Year 5	Notes	all costs ex	xc VAT
Football Income:									
Subscriptions	12,628		13,259	13,922	13,922	14,618	5% growth	p.a.	
Other Football Income	1,160		1,218	1,279	1,279	1,343	5% growth	p.a.	
		13,788							
Llangeinor Rental Income:	_								
Pitch Hire Pavilion Hire	0		-	-	-	-	-	Teams On	
Pavilion Fire	0	0	-	-	-	-	Liangeinor	Teams On	iy
Clubhouse Income:		U							
Takings	207,560		217,938	228,835	240,277	252,290	5% increas	e n.a.	
i di di go	207,500	207,560	217,550	220,033	210,277	232,230	370 mereus	p.u.	
Other Income:		, 50							
Raffle	264		290	319	351	387	10% increa	ase p.a.	
Social Events	6,485		6,809	7,150	7,507	7,883	5% increas		
Donations / Other	11,434		7,500	7,500	7,500	7,500	no revenue	e grants	
		18,183							
Total Income		239,531	239,515	251,505	263,336	276,521			
	Pre CAT		Post CAT	Post CAT	Post CAT	Post CAT			
	23/24		24/25	25/26	26/27	27/28			
Expenditure £:	23/24 Year 1		24/25 Year 2	25/26 Year 3	26/27 Year 4	27/28 Year 5			
Experience 2.	rear 1		rear 2	icai 3	real 4	icai 5			
Clubhouse Costs:									
Stock / Supplies	102,535		107,662	113,045	118,697	124,632	5% increas	se p.a.	
Staff Costs	45,491		46,628	47,794	48,989	50,214	2.5% incre	ase p.a.	inc NI
Heat Power and Light	16,070		17,677	19,445	21,389	23,528	10% increa	ase p.a.	
Repairs and Renewals	5,843		6,135	6,442	6,764	7,102	5% increas	e p.a.	
Cleaning	3,279		3,443	3,615	3,796	3,986	5% increas		
Telephone	589		618	649	682	716	5% increas		
Fees, TV and Licences	6,101		6,406	6,726	7,063	7,416	5% increas		
Refuse Collection	1,913		2,009	2,109	2,215	2,325	5% increas		
Insurances	1,563 2,957		1,641	1,723 3,260	1,809 3,423	1,900 3,594	5% increas		
Sundry Expenses Bands and Entertainment	6,630		3,105 6,962	7,310	7,675	8,059	5% increas		
bands and Entertainment	0,030	192,971	0,502	7,510	7,075	0,033	570 mereus	c p.u.	
Changing Pavilion Costs:									
Cleaning Materials	0		600	630	662	695	5% increas	se p.a.	estimate
Insurance	0		850	893	937	984	5% increas	se p.a.	estimate
Water	0		1,850	1,943	2,040	2,142	5% increas	se p.a.	estimate
Heat Power Lights	0		1,900	2,090	2,299	2,529	10% increa	ase p.a.	estimate
Repairs & Maintenance	0		250	263	276	289	5% increas	e p.a.	estimate
		0		-	-	-			
				-	-	-			
Pitch Costs:			2.000	2 700	2.060	4 167	22		f aut
Llangeinor Regular Maintenance Llangeinor End of Season Renovation	0		3,600 1,250	3,780 1,313	3,969 1,378	4,167 1,447	32 cuts pe	r year - half	outsour
Llangeinor End of Season Renovation Lewistown Pitch & Shared Pavilion Regular Maintenance	0		1,250	1,313	1,3/8	1,447	24 cuts no	r year - hali	f outsour
Lewistown End of Season Renovation	0		-	-	-	1,103	z-r cuts per	yeur - Hdll	Juisoul
MUGA	0		-	-	-	250	Low maint	enance op	tion
		0							
Football Costs:									
Senior Fees, Fines, Refs & Purchases	13,427		14,098	14,803	15,543	16,321	5% increas		
lunior Fees, Fines, Refs & Purchases	3,502		3,677	3,861	4,054	4,257	5% increas		
Pitch Hire & Training	4,017		2,500	2,625	2,756	2,894	winter 3G	training on	ly post CA
		20,946							
Finance Costs									
Finance Costs:	027		00.	4.000	1.005	1 120	F9/ !		
Bank Charges Professional Fees	937 2,174		984 2,283	1,033 2,397	1,085 2,517	1,139 2,643	5% increas accountan		
Credit Card Processing	2,174		2,266	2,397	2,317	2,623	5% increas		
Consultancy Fees (Build) & Cash contribution	11,445		4,861	-			5,5 mereas	p.u.	
	11,113	16,714	1,001						
Total Expenditure		230,631	243,255	250,127	262,515	278,753			
Surplus (Deficit) Pre Tax		8,900	- 3,740	1,379	822	- 2,232			
Balances b/f		20,034	16,294	17,673	18,495	16,263			

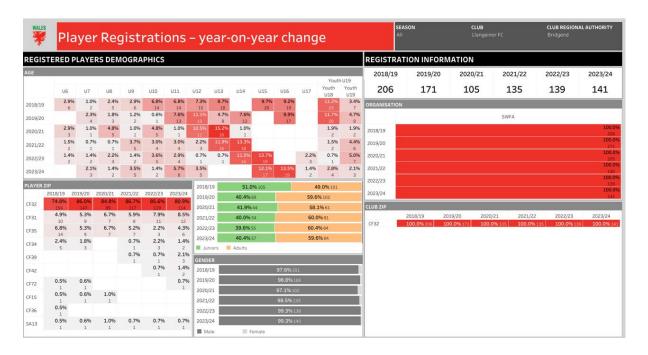
#### 2. The Llangeinor Project

#### 2.1 The Club

Llangeinor has a history of football going back to before the Second World War when football was played at Pandy Woods. The move to Llangeinor Park came after a brief spell playing on Llangeinor Common. The club's primary source of income & expense is its clubhouse which sits adjacent to the changing room and single grass pitch.

Llangeinor Football offers football playing and social opportunities to adults and children with 9 active football teams currently established within the Club. 5 of these provide opportunities for local youngsters under the age of 16. Current membership stands at 141<sup>1</sup> (60% adults / 40% juniors). The club is an FAW and SWFA member, operates for a financial year, and is VAT-registered.

Player registrations (despite the club having no changing room) have gradually recovered post Covid:



Notably, Llangeinor Football directly invested in the region of £20k in the field, clubhouse, and preconstruction asset transfer costs over the last few years to improve facilities demonstrating commitment to the project.

To facilitate the asset transfer, the management committee agreed in 2019 to become incorporated. Llangeinor Football Limited (Company No: 12121000) was incorporated on 24 July 2019 and although currently not trading, its 5 directors run the club in the 'unincorporated association' form.

Once an asset transfer date has been agreed upon, Llangeinor Football Limited will begin trading.

<sup>&</sup>lt;sup>1</sup> FAW Comet Player Registration Data (Dec 2023)

The senior team operates in the 5<sup>th</sup> tier of Welsh football.

#### FAW Male Adult Pyramid (South Wales FA):

Tier 1: Cymru Premier	
Tier 2: Cymru South	
Tier 3: Ardal South East	
Tier 4: South Wales Alliance League	
Tier 5: South Wales Alliance Division 1 West:	Llangeinor FC
Tier 6: Bridgend & District Premier	
Tier 7: Bridgend & District Division 1	
Tier 8: Bridgend & District Division 2	

#### 2.2 Values and Mission

Llangeinor Football believes that football is for everyone and has identified the path to success:-

- Providing a pitch and pavilion that will be both attractive to existing and new users and designed for
  efficient and convenient operations for all. Notably, due to a lack of changing rooms, the club's senior
  teams are forced to play away from Llangeinor Playing Field incurring additional expenses and
  reducing income-generating opportunities at Llangeinor clubhouse post matches.
- Marketing the facilities to help build a solid base of loyal users and maximising pitch and pavilion to both help the community and increase the club's turnover.
- Fully support the FAW's mission to create better 'Environments For Her'. In practice, this means supporting new structures and opportunities to accelerate the growth of women's & girls' football to reach its full potential. See Football Development Plan.
- Working in partnership with schools and community organisations, making environmental improvements to make the most of Llangeinor Park's woodland walks, active travel routes, and central location.

#### 2.3 The Existing Changing Rooms (Condemned)

The Changing Pavilion comprises a single storey detached building. The property has been subject to very little if any maintenance work in recent years. Building condition surveys (annex) commissioned in 2020 (Faithful & Gould) & 2022 (Roger North Long & Partners).

Surveyors Overall Opinion (Roger North Long & Partners, July 2022):

"Llangeinor Football Club, Bettws Road, Bridgend CF32 8PG, comprises of a single storey purpose-built changing room and clubhouse facility forming part of the sports club facility. The building is of a typical design and style for its age and type. The building is generally dated and in a poor state of repair. We would not consider the property to be economically viable to refurbish and would recommend consideration to take down and rebuilding new. The new build footprint should be smaller than the existing using modern materials and building methods to provide a more cost-effective and thermally efficient facility."

The Pavilion is now in a state of requiring a fundamental makeover to bring it back to a modern functional building where children and adults alike can shower and change hygienic conditions.

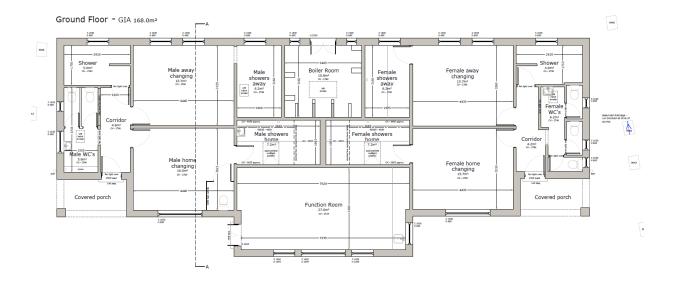
"Internally there are several areas of water ingress where the roof has been damaged. The roof is beyond reasonable repair and will require removal and upgrading with new. Works involving the removal of coverings will need to take into consideration likely asbestos containing materials to roof sheets and capping trims. The condition of the Pavilion is very poor; render blown/horizontal cracking likely caused by tie failure, climbing weeds to the rear elevation, and the roof and walls. The existing also contains a good deal of asbestos as part of the building fabric which is degrading. The corrugated roof is leaking therefore mould growth is prevalent and wall finishes are shedding. The existing layout isn't easily navigated, the number of rooms/doors are restrictive and there is no level access into the building."

The Bridgend Local Development Plan and supplementary planning guidance highlighted: Policy COM9: Provision of Community Buildings "Sites for new community buildings have been identified and will be permitted at the following locations: COM9(7) Llangeinor Sports Ground."





The existing accommodation is arranged upon a single storey and briefly comprises:-



#### 2.4 Llangeinor Park Playing Field

Llangeinor Park Playing Field (CF32 8PG) is held in trust by Bridgend C.B.C as part of its leisure provision within the county.

Llangeinor Football is the sole user of the playing field and pay £3,700 (to Bridgend C.B.C.) for the season (23/24). There is no floodlighting and limited storage facility for maintenance equipment (container). Currently, only basic and limited maintenance work is undertaken by Bridgend C.B.C. including pitch cutting and line marking about games.

The Pavilion lies within a central location which can be accessed by the local community on foot via public footpaths and within easy access to public transport routes. Vehicle access is via Station Road with ample on-site car parking. The path between Bryngarw Country Park and Blaengarw, route 884 of the National Cycle Network runs along the disused railway line to the west of Llangeinor Recreation Ground.



Oolong Sports Pitch Consultancy was commissioned to undertake a pitch assessment report (9<sup>th</sup> November 2023) for Llangeinor Football to assess the quality of the existing grass pitch and to propose improvement works.

Summary "The condition of the football pitch is typical of a sports field when regular, targeted maintenance work has been neglected. The field has limited drainage capacity or infiltration rate which is the ability of surface water to drain through the surface to the underlying soils. The ground is compacted which contribute to the poor ground conditions encountered. The absence of any pitch

drainage prevents these soils recovering from rainfall events and as a consequence, muddy conditions can prevail during heavy rainfall."

#### 2.5 The Clubhouse

The Clubhouse was built in 1981 and extended in 1986. It provides the Club with its primary source of income through social activities and events. The Club owns the freehold for this portion of land with a 10-year operating lease in place from Bridgend C.B.C. that expires in 2024. Llangeinor Football Limited will incorporate the Clubhouse in a new whole site 35 year lease.



#### 2.7 The Multi-Use Games Area (MUGA)



The MUGA provides an important open-access space to play for the community. The MUGA is maintained by Bridgend C.B.C. as part of their play provision. The long-term aim is for Llangeinor Football to self-manage and upgrade the facility (subject to external funding i.e. Sport Wales, Cruyff Foundation). Llangeinor Playing Field also contains a children's playground, however, this will not be part of the asset transfer and the responsibility of maintenance will be retained by Bridgend C.B.C.

#### 2.6 Lewistown Playing Field

Llangeinor Football Club utilize Lewistown Playing Field and changing room to facilitate some of the club's senior and junior sides. Valley Ravens R.F.C. has expressed an interest in working with Llangeinor Football to asset transfer the top field (rugby), whilst improving the 'bottom' pitch (football) and the (shared) changing rooms. Discussions are still in their infancy and subject to a separate Community Asset Transfer arrangement from Bridgend C.B.C. Based on current timings, this is expected to be completed in 2026, and thus estimates are reflected in the financial forecast.



#### 3. Project Management

#### 3.1 The Board

The Club is governed by 4 directors drawn from the membership, elected at the AGM.

- LOOSMORE, Angela
- DAVIES, Paul
- JONES, Mark Henry Graham
- MCGRAIL, Brendan Myles

The directors have a broad range of skills to support the project as identified above, voluntarily, with the aim of keeping costs as low as possible. The project has attracted widespread support, particularly from residents and politicians. The primary market is limited to local club members/users.

#### 3.2 Role of Volunteers

The club has a strong existing volunteer base, many of whom are flexible in terms of timing and involvement. Others bring specific skills and knowledge. The Club is therefore confident that it has sufficient volunteer manpower to manage the project. The intention is that grass pitch cutting, line marking, and pavilion cleaning are largely undertaken by a cooperative of different club volunteers trained to utilise professional machinery and equipment. An electric mower (rather than diesel) will be secured via the Bridgend C.A.T. Grass Maintenance Equipment Grant Fund (max £10,000).

#### 3.3 Policies and Procedures

The Club has already recognised that additional policies, procedures, and systems are required to support the increased responsibility that is a result of asset transfer. These include amendments to existing public liability policies, mandatory compliance testing at the new changing pavilion, and adequate training/supervision of volunteers utilizing pitch maintenance equipment and any hazardous materials. Safeguarding remains a key principle for the club and its members as participation numbers and interest grow.

#### 3.4 The Area

Llangeinor ranked 606 (of 1909) the most deprived ward within Wales. 30%-50% category. Notably, the ward (and a fair proportion of Llangeinor Football players) reside in neighboring wards:

Neighbouring Llangeinor Wards	Ward	WIMD Rank (of 1909) most deprived	Category (areas of deprivation)
Directly North	Pontycymmer 2	406	20-30%
Directly South	Ynysyawdre 1	431	20-30%
Directly East	Blackmill 2	392	20-30%
Directly West	Bettws	143	10%

Llangeinor (and neighbouring wards) has particular issues around health and skills. Llangeinor Football has an opportunity to influence and address some of these issues i.e. new volunteering opportunities, skills development, and better recreational space.

Introduction Page 3 for	an introduction to this report		
Population	There are 1,245 people living in Llangeinor  See pages 4-10 for more information on population by age and gender, ethnicity, country of birth, language, migration, household composition and religion	Education & skills	237 people aged 16+ (24%) have no qualifications in Llangeinc compared with 20% across Wales See pages 40-41 for more information on qualifications, pupil attainment and absences
Vulnerable groups	62 children aged 0-19 (21%) are in relative low-income families in Llangeinor compared with 21% across Wales  See pages 11-24 for more information on children in poverty, people out of work, people in deprived areas, disability, pensioners and other vulnerable groups	Economy	371 people aged 16+ (37%) are in full-time employment in Llangeinor compared with 32% across Wales  See pages 42-49 for more information on people's jobs, job opportunities, income and loca businesses
Housing	05 households (1.0%) lack central heating in Llangeinor compared with 1.2% across Wales  See pages 25-33 for more information on housing characteristics: dwelling types, housing tenure, affordability, overcrowding, age of dwelling and communal establishments	Access & transport	13% of households have no car in Llangeinor compared with 19% across Wales See pages 50-52 for more information on transport, distances services and digital services
Crime and Safety	The overall crime rate is lower than the average across Wales. The rate is 58.9 in Llangeinor compared with 85.5 across Wales  See pages 34-35 for more information on recorded crime and crime rates	Communities & environment	67% of people live in a flood risk area in Llangeinor compared with 41% across Wales See pages 53-54 for more information on physical environment, air quality and neighbourhood classifications
Health & wellbeing	280 people (22.5%) have a limiting long-term illness in Llangeinor compared with 21.6% across Wales See pages 36-39 for more information on limited long-term illness, life expectancy and mortality, and general health	Appendix A	Page 57 for information on the geographies used in this report and 55 for acknowledgements

Source: Community Insight (2023)

This proposal is linked to Bridgend C.B.C.'s Corporate Priorities:

- Supporting a successful economy. Supporting the local economy by using local tradespeople, creating new employment opportunities, and volunteer placements wherever possible.
- Making smarter use of resources. By completing the C.A.T. process, Bridgend C.B.C. will be able to reduce its annual expenditure by transferring the costs of maintaining a grass pitch and pavilion.
- Helping people to become more self-reliant. As a result of the asset transfer, Llangeinor Football
  will no longer be reliant on Bridgend C.B.C. for the provision of some recreational facilities. The
  end goal is to ensure a viable and sustainable future for this community asset that works for all
  parties.

#### 5.3 Competition

A number of football clubs exist in the nearby vicinity such as Bettws F.C, Garw BGC, Carn Rovers. All suffer from inadequate facilities. The FAW has also highlighted Bridgend as a priority area for increasing participation. There is latent demand for football in Bridgend. More and better football facilities are to be welcomed by all clubs.

#### 4. Renovation & Improvement Plans

The project consists of 4 components:

- a) A new Llangeinor Changing Pavilion (replacing the condemned changing room) by autumn 2024.
- b) Upgrade (by summer 25) and self-management of the Llangeinor Playing Field by autumn 2024.
- c) Upgrade and self-management of Lewistown Playing Fields by March 2027.
- d) Upgrade and self-management of Llangeinor MUGA by March 2027.

#### 4.1 The Changing Pavilion

The existing changing room building is uneconomical to reopen and investment is better served through redevelopment.

Thus, planning permission was submitted on 19/12/2022 for new single-storey changing facilities to replace the existing dilapidated building at The Pavilion, Llangeinor FC, Llangeinor Park, Bettws Road. CF32 8PG.

The aim is to create a new energy and space efficient building to:

- Accommodate home and away changing facilities for training and match days to secure the future viability of the club.
- Provide high-quality, functional, and attractive changing facilities to retain existing members and attract new participants, particularly women and girls (who currently make up just 1% of club membership).
- Create a comfortable environment with adequate privacy for users with a diverse range of abilities
  to feel safe and secure. In particular a more female-friendly and welcoming space including
  positive imagery and separate changing facilities for female referees.
- Create and operate a thermally efficient building to maintain their facilities.
- Removal of the existing building and replacing it with a new build.

The proposed development is accessed via a level threshold and the layout is simply arranged from the central lobby (flexible partitioned for additional storage space). The layout has been carefully considered with regard to the needs of all users with a diverse range of abilities.

Designs are in line with Cymru Football Foundation (Changing Room Guidance / Football Foundation Changing Accommodation). For example, the size of the changing area for grassroots football will be 22sq metres (minimum for grassroots football recommended 16 sq metres - including bench space) but excluding toilets, shower areas, and entrance/lobby areas. Each changing room will have an ensuite cubicle shower and lavatory provision.

Plans have been shared and adapted with the Cymru Football Foundation technical advisor as

consideration to future-proof the facility.

The proposed development will be of white render and brick, with soldier course banding detail that frames the windows and openings. The proposed development will have a positive visual impact on the recreation ground and the wider area.

The proposed development will create a slightly smaller footprint than the existing one. The existing Pavilion is approximately 168m2 and the proposed GIA is approx. 150m2. The proposed development will be sited on the existing footprint albeit 1.9m shorter in length, creating a larger void between the proposed and the Club House to aid future maintenance.

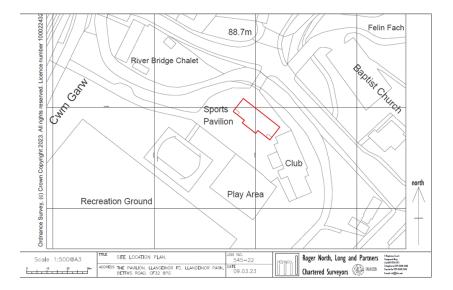
The changing areas are designed with closed sightlines at the entrance to prevent views from the circulation area. Doors and windows numbers have been minimised and externally mounted security shutters provided.

The proposed development will not generate any additional access and parking requirements above those already generated by the existing Pavilion and Club House. Car parking facilities are of a good standard which can accommodate approx. 20 cars. External lighting to provide safe and secure routes from the footpath and car parking.

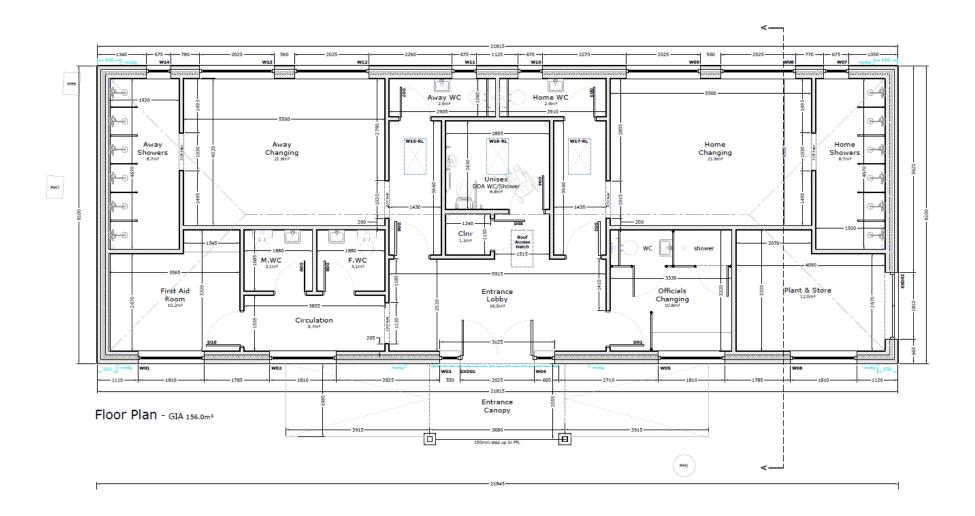
Since planning submission, two further ecological surveys have been undertaken and found nothing that should hinder proposed developments.



Changing Pavilion Visual



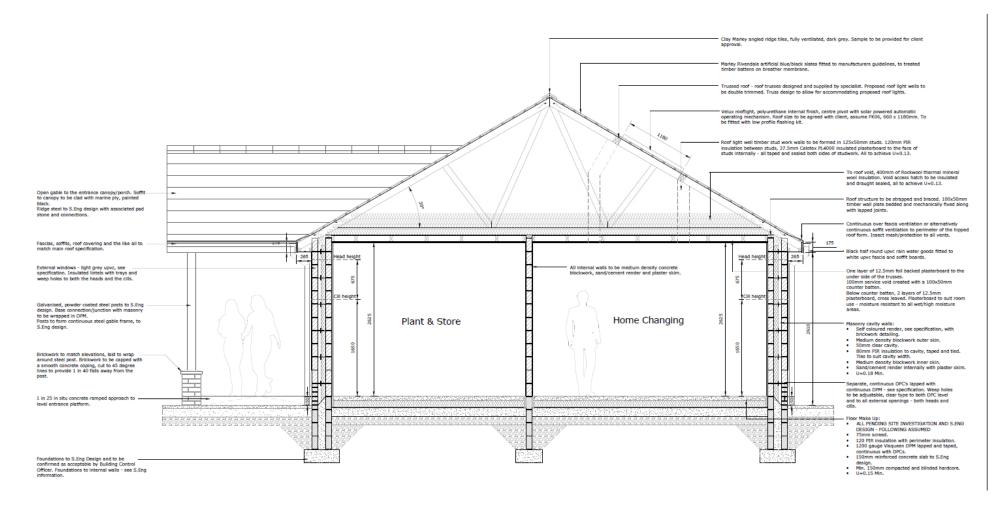
Site Location Plan





Front Elevation

Proposed Front Elevation (Changing Pavilion)



#### 4.2 The Llangeinor Pitch

Improvements dictated by Performance Quality Standard (PQS) pitch survey and further technical surveys:

Indicative improvements to pitch area (6 000m2)

- Undertake selective weed control and scarification to remove vegetative debris
- Improve the field drainage by installing a comprehensive primary and secondary drainage system
- Re-establish the grass sward and undertake surface management operations
- Optimise the soil chemistry status
- Produce a targeted maintenance programme

Any capital improvement works will need a specialist sports pitch contractor to undertake the work and is likely to be time-bound. Thus, by Autumn 24 the club will begin self-management of the grass pitch utilising professional machinery supplied via the Bridgend CAT Fund (equipment) grant. This will allow a more detailed investigation in regards to pitch capital improvement – outlined below – with targeted improvements to be completed by Summer 25:

#### 9. Costings

The estimated capital costs for the recommended pitch improvement works are set out below. The figures are based on the development area estimated above. They are approximate and do not include VAT. A figure of 5% of the total cost should be added for any contingencies. Costings for professional consultancy fees are not included.

(Estimated new development area of 5 000m<sup>2</sup>)

Item	Description	Estimated cost (£)
1	Selective weed control and scarification	2k
1	Installation of primary drainage system	20 - 24 k
2	Surface cultivation and establishment	10 -12 k
3	Installation of secondary drainage (1)	10 k
4	Annual maintenance	2 - 4 k
	Total	44 – 52 k

The need for secondary drainage can be considered after the surface establishment has been achieved and the drainage performance assessed.

Suitable ground conditions need to exist before any intrusive improvement works can be undertaken. This generally means commencement early spring or autumn when the ground is likely to be workable and grass establishment possible. Some clubs chose to undertake capital improvement work immediately after the end of season. There may be some constraints as to working on the fringes of the open season as this could disrupt the home fixture programme but this may be managed accordingly. Some operations would be weather dependent.

#### 5. Financial Position

#### 5.1 Current Financial Position

The Club is operating on a positive stable financial basis. Its activities are self-financing, with income generated through clubhouse operations, football activities, fundraising, and sponsorship to cover its outgoing running costs. Annual returns illustrate the financial sustainability of the football club. Llangeinor Football uses SAGE accounting software and benefits from the services of a professional accountant.

P&L Report Yearly	2020 / 2021	2021 / 2022	2022 / 2023
<b>Total Sales</b>	£112,445	£189,236	£239,531
Gross Profit / Loss	£57,966	£85,825	£110,090
Net Profit / Loss	£12,891	£14,949	£9,906

Governance and regulation are managed by the directors; all policies and procedures for current activities are in place and reviewed annually. The FAW 'Club Cymru' portal is used as a source of information to ensure all regulatory requirements are met and the appropriate policies and procedures are in place i.e. safeguarding, fair play, and code of conduct.

#### 5.2 Project Finances

There are both short and medium-term capital cost implications to the project.

The capital build costs for the new changing pavilion have been through a competitive tender exercise via Roger North Long & Partners Chartered Surveyors. See appendix: 'Demolition of Existing and Construction of New Changing Room Facilities Tender Report' (8th February 2024).

Tenders received were as follows:

Tender Value (Excluding VAT)



Recommendation: 'We conclude that the lowest tender figure submitted by is bona fide and compliant. We would also note that they are local to the area and this has likely reflected in the lower costs submitted due to reduced travel and use of local labour.'

The renewable energy quotation (£15,782 inc VAT) will not be progressed at this stage.

Statutory fees for Building Regulation Approval will be charged separately with costs anticipated as circa £2,000 plus VAT.

The tender costs include general making good of the external car park and provision for both stepped/ramped access into the new building only.

Roger North Long & Partners Chartered Surveyors fees for overseeing the works will be charged as a percentage of 12% of the total cost of the works.

Advanced payment from funders will be required.

Changing Pavilion Capital Costs	Costs exc VAT	Contractor
Demolition of Existing and Construction of New Changing Room Facilities	£387,041	
Project management costs 12% of total build costs (£387,041 above)	£46,444	Roger North Long & Partners Chartered Surveyors
Statutory fees for Building Regulation Approval will be charged separately with costs anticipated as circa £2,000 plus VAT.	£2,000	Roger North Long & Partners Chartered Surveyors
Total Costs	£435,485	

#### 5.3 Funding: Capital Improvements

Llangeinor Football seeks direct grant funding to support the capital development, principally via Bridgend C.B.C.'s C.A.T. Fund and Cymru Football Foundation Fit-For-Future Facilities Fund (changing pavilion – 2023/24).

Primary Funding Source	Theme	Project Phase	Ask	Deadline
Cymru Football Foundation	Football	Changing	£280,000	March 24 -
Fit-For-Future Facilities		Pavilion		Successful
Fund				
Bridgend CBC C.A.T. Fund	Community	Changing	Build	Submission
(Pavilion)	Asset	Pavilion	costs £150,000	- 10/5/24
Club Own Funds	Self-	Changing	Build costs &	Confirmed
	Management	Pavilion	Fees £5,485	
Bridgend CBC C.A.T. Fund	Community	Llangeinor Pitch	£10,685.52	Submission
(Pitch Maintenance	Asset		(£10,000 BCBC -	- 10/5/24
Equipment)			Rest Club	
			Funds)	

Other Funding Sources	Theme	Project Phase	Ask	Deadline
Bridgend CBC Town &	CAT /	Surrounds	Capital	From April
Community Council Fund	Community		contribution	24
Bridgend CBC Nature &	Community	Surrounds	Capital	Open
Spaces Funding			contribution	
Welsh Government	CAT	All	Capital	Open
Community Facilities Fund			contribution	
Windfarm	Place	All	Match	Open
			contribution	
Sport Wales Crowdfunder	Sport	All	Match	Open
			contribution	

#### 5.4 Financial Projections

Llangeinor Football currently pays £5,500 per annum to Bridgend for pavilion/pitch rental (Llangeinor and Lewistown). This being £3,700 for Llangeinor and £1,800 for Lewistown. Post asset transfer a saving will be made.

Llangeinor Football recently installed cost-saving measures to reduce the utility supply costs at its clubhouse and intends to further reduce pitch maintenance costs by sharing grass-cutting costs with other clubs in the area.

Llangeinor Football Limited will ultimately be responsible for ongoing additional revenue costs — circa £10,000 p.a — post transfer of changing pavilion and grass pitch (first-year post CAT). The club will work to generate increased revenue from new income streams derived from the revamped pavilion to cover additional running costs, but principally costs will be absorbed by the club through greater football participation and usage.

The day-to-day operational cash flow requirements will be managed within the Club's ongoing working capital. The cash flow requirements of the capital refurbishment will be managed by the Club directly in conjunction with Roger North Long Partners.

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

- Pitch and pavilion leased from Bridgend C.B.C. on a 35-year lease at £1 peppercorn rent / discretionary rates.
- Costs are subject to annual inflationary increases.
- Phased approach to asset transfer.
- Pitch maintenance reliant on some volunteer input.
- No external hire arrangements i.e. other clubs.

#### 6. SWOT & Risk Analysis

#### 6.1 SWOT Analysis

6.1 SWOT Analysis	
STRENGTHS	WEAKNESSES
<ul> <li>Planning permission secured.</li> <li>Usage (club) in place.</li> <li>Club own funds.</li> <li>Good links with key stakeholders.</li> <li>Support from politicians.</li> <li>FAW input ongoing.</li> <li>Funding ask aligns with levelling up objectives and FAW investment priorities.</li> </ul>	<ul> <li>Existing condemned building.</li> <li>Local demographics limit off-field growth.</li> <li>Possible asbestos issues.</li> <li>Limited ground-keeping knowledge and experience.</li> <li>Pitch usage is limited to 1 club.</li> </ul>
OPPORTUNITIES	THREATS
<ul> <li>Club participation growth (see football development plan).</li> <li>Transformation of the MUGA.</li> <li>A host of clubhouse improvements.</li> <li>Lewistown ground developments.</li> <li>Access to new funding opportunities.</li> <li>Expression of interest from volunteers.</li> </ul>	<ul> <li>Capital funding not secured.</li> <li>Other local clubs with similar aspirations.</li> <li>3G pitches dominate winter training.</li> </ul>

#### 6.2 Risk Mitigations Based on SWOT Analysis

Mitigations have been considered based on weaknesses and threats identified in the SWOT analysis. The risk of non-delivery is mitigated by the following factors:

- Ongoing commitment to the asset transfer.
- Stable financial position and reserve, with potential to underwrite / match fund elements of the ongoing revenue costs.
- Track record of successfully undertaking general maintenance and improvements to facilities the club does have responsibility for.

Risk	Impact	Mitigation
Failure to secure any sufficient capital grant funding for the pavilion	Redevelopment reliant on securing grant funding	Llaneginor Football to make applications to key funding organisations (as highlighted).  Where there is a shortfall, design changes will be considered.

Operational	Review Health and Safety policy and procedures, particularly
issues potentially	in light of the COVID challenges. Some maintenance tasks
leading to	may need to be subcontracted to ensure appropriate H&S.
liability and	
reputational	
damage	
	issues potentially leading to liability and reputational

#### 7. Conclusion

The project provides an opportunity to provide new inclusive changing facilities to retain and attract new football club members. The current eyesore will be replaced with a thermal efficient, aesthetically pleasing building creating a better place to play.

This document has been prepared with support from the Bridgend C.B.C. C.A.T. project & The Coalfields Regeneration Trust.



#### Appendix: Llangeinor Football 3-Year Football Development Plan

#### The Shared Vision over the next 3 seasons is:

- To further align playing activities and operations providing a clear progression pathway from mini, junior, youth to senior level.
- To develop an environment where football can be played at all ages from U6 to 60+, regardless of gender or ability.
- To gain FAW 'bronze' club accreditation by 2024/25 (currently standard).
- To work in partnership with Bridgend County Borough Council to complete the asset transfer and improve facilities at Llangeinor Playing Fields and Lewistown Playing Fields.
- To be recognised as one of the leading clubs in Bridgend.
- To host a local centre of excellence / development centre to cater for high quality training and coaching provision to nurture international players of the future.
- To develop a broader audience that includes families and female footballers as well as cyclists and walkers using the local trails.
- To provide a varied and extensive social programme that enables players, committee and supporters to enjoy the social side as well as providing much-needed funding for the club.



## CLUB DEVELOPMENT TABLE

	Current Coscan	Voor 1	Voar 2	Voor 2
	Current Season 2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27
No of teams	Llangeinor FC	Llangeinor FC	Llangeinor FC	Llangeinor FC
	9	10	12	15
The club development table	1 <sup>st</sup> Team	1 <sup>st</sup> Team - R	1 <sup>st</sup> Team - R	1 <sup>st</sup> Team - R
is a summary of the number of teams Llangeinor FC wishes to	2 <sup>nd</sup> Team	2 <sup>nd</sup> Team - R	2 <sup>nd</sup> Team - R	2 <sup>nd</sup> Team - R
retain and develop within the different categories of	3 <sup>rd</sup> Team	3 <sup>rd</sup> Team - R	3 <sup>rd</sup> Team - R	3 <sup>rd</sup> Team - R
football over the period of the Development Plan.	Sunday League	Sunday - R	Sunday - R	Sunday - R
R = Squad / Team Retained		U18s -R	U18s - R	U18s – R
from previous year	U16s	U16s - R	U16s - New	U16s - New
	U15s			
				U14s - R
			U13s - R	
		U12s - R		U12s - R
	U11s		U11s - R	U11s - R
		U10s - R	U10s - R	U10s - R
	U9s	U9s - R	U9s - R	U9s - R
	U8s	U8s – New	U8s - New	U8s - New
			FAW Huddle - New	FAW Huddle /
				Girls football team – New
				Walking Football - New
				Informal Turn Up & Play Activity (MUGA) - New

## **GROWTH & RETENTION**

## Aim: To provide people of all ages and abilities the opportunity to play football.

	Objective	Achievement Targets	Timescale	Responsibility
1	Retain all existing teams; quarterly Team Manager / Coach meetings to include squad numbers review.	All existing teams retained.	Year 1 and annually	Coaches  Team Managers /  Volunteer Coordinators
2	Work with FAW Club Developer / Participation Officer and local primary & secondary schools to recruit new players to squads – focussing on the male & female game.	Work with two Schools per year providing taster sessions (max 4 sessions) at the school.	Year 2 and annually	Coaches  Volunteer Coordinator  FAW Participation Officer
3	Increase female participation; develop a new girls section via the FAW Huddle programme	Huddle programme / retain and grow each year.	Year 2 – Own Huddle Year 3 – Huddle / new girls section	New Women & Girls position  Football Development Committee  Team Managers  FAW Participation Officer
4	Ensure all youth players have a realistic pathway to continue playing open age football.	Create an additional U18s team. Links between youth and seniors.	Year 1	Club Secretary / Coaches
5	Establish new mini and youth teams (backfill) & increase number of players at each age group until capacity.	As Club Development Table	As Club Development Table	Club Secretary Coaches

## RAISING STANDARDS

Aim: To ensure that all people can play football in a high quality, safe environment that is free from abuse.

	Objective	Achievement Targets	Timescale	Responsibility
1	To achieve and retain FAW Trust 'Bronze' Standard Club accreditation.	Meet FAW Club Accreditation Guidelines.	Year 1	Club Secretary
2	To support The Show Racism the Red Card campaign.	1 SRTRC briefing per year and 1 match focus per year. Promotional materials displayed throughout.	Year 1 and annually	Secretary  Club Welfare Officer  Managers  Players
3	To ensure that every player, parent and coach signs the 'Code of Conduct' and display latest versions in clubhouse.  To adopt a zero tolerance of abuse towards referees	Lead Discipline Tables for Affiliated Leagues  Reduce number of incidents of abuse towards referees and deal with all matters firmly and in line with the recommended sanctions	Year 1 and annually	Club Committee  Team Managers  Players  Parents
4	To follow all FAW guidelines and procedures regarding club welfare and work with the Welsh / Bridgend league to ensure Club Welfare Officer receives up to date training.	All FAW guidelines and procedures followed  Workshop attended	Year 1 and annually	Secretary / Club Welfare Officer / Team Managers
5	To seek recognition for hard work of all volunteers.	1 annual volunteer and player awards evening	Year 1 and annually	Club Welfare Officer  Team Managers

## BETTER PLAYERS & COACHES

Aim: To raise the playing standards of players within the club & to support the development of coaches to create better players.

	Objective	Achievement Targets	Timescale	Responsibility
1	To set a standard that all coaches attain at least FAW Football Leaders Award (across mini, junior, youth and senior sections.  Currently: A Licence – X0 B Licence – X1 C Certificate – X1 FAW Football Leaders – X4 Safeguarding – All Coaches 1st Aid – All Coaches Goalkeeping – X0	Coaching modules completed	Year 1 - All coaches at least Football Leader qualified Year 2 - 2 x C Licence & Year 3 - 1 x B Licence	Football Development Committee / Training Coordinator  Team Managers / Coaches
2	Have an B licence coach assigned / attached to the club overseeing and mentoring other coaches.	Nominated lead coach to attend FAW B licence course	Year 3	Training Coordinator / Football Development Committee Coach
3	Increase number of C Licence coaches assigned to the Women and Girls Section	C licence coach to work with new Women & Girls sections	Year 3	Football Development Committee Coaches
4	To have one C Licence goalkeeper coach; assigned to support all levels	Nominated lead to attend FAW C Licence goalkeeper coaching course.	Year 3	Coaches
5	To nominate talented players and support opportunities to attend trials	At least 1 boy and 1 girl nominated and encouraged to attend Centre of Excellence trials (Regional teams or local development teams).	Year 1 and annually	Team Managers / Coaches

6	To ensure that coaches enhance skill development training via FAW National Coaching Conference	CPD opportunity.  Retain coaching qualification.	Year 1 and before qualification expiry date.	Team manager / coaches
7	To ensure all coaches assigned to FAW Huddle attend an FAW Huddle training course	At least 2 coaches	Year 2	Coach
8	Assign / appoint a new female Football Development Officer	Oversee all female football sections	Year 2	Football Development Committee
9	To host externally operated 'Football Performance Centre'	Centre operating; income generation	Year 3	Football Development Committee

### **RUNNING THE GAME**

Aim: To provide structure, management and leadership to successfully deliver a football development plan and club's shared vision.

	Objective	Achievement Targets	Timescale	Responsibility
1	Ensure limited company compliance; explore CASC status; business plans are implemented.	Companies House returns submitted	Annually	Secretary & Company Directors
2	To establish a coaches support group to offer help and guidance to discuss issues such as coaching methods & squad numbers.	Support group established and meet on a quarterly basis	Year 1 and annually	Football Development Committee  Secretary  Team Managers
3	To keep football records up to date via Comet System.	All players, coaches and volunteer details kept up to date	Ongoing	Secretary  Volunteer Coordinator

#### **VOLUNTEER DEVELOPMENT**

Aim: To create, develop and support an effective volunteer workforce within the club.

	Objective	Achievement Targets	Timescale	Responsibility
1	To recruit and select a Volunteer Coordinator to support the recruitment and development of volunteers.	Volunteer Coordinator appointed; Club Register to monitor the details and qualifications of all volunteers	Year 1 and annually	Secretary
2	To ensure all coaches and volunteers have valid FAW Emergency 1st Aid & Safeguarding qualifications	All valid  Renew when necessary	Year 1 and annually	Volunteer Coordinator Coaches Team Managers
3	To increase and retain the number of female coaches.	1 new female football leaders 1 new female C licence	Year 2 and annually 1 female coach Year 3 – C Licence	Female Football Development Officer Volunteer Coordinator

#### **FACILITY DEVELOPMENT**

Aim: To provide members with high quality and appropriate facilities and to obtain long term lease of Llangeinor Playing Fields and Lewistown Playing Fields (in order to improve facilities) through Asset Transfer.

	Objective	Achievement Targets	Timescale	Responsibility
1	Secure long term lease of Llangeinor Playing Fields and pavilion through Asset Transfer from BCBC.	5 year financial forecast accepted by BCBC CAT Steering Group.	Year 1 full lease	Club Secretary  Bridgend CBC CAT process
2	Secure long term lease of Lewistown Playing Fields and pavilion through Asset Transfer from BCBC.	5 year financial forecast accepted by BCBC CAT Steering Group.	Year 3 – condition survey	Club Secretary  Bridgend CBC CAT process
3	To maximise the use of the MUGA available and improve condition.	Reduce outgoings for youth training	Year 3	Club Secretary
4	To erect spectator stand on main field	Secure funding and fundraising	Year 3	Committee / Volunteers

## PROMOTION / COMMUNITY

#### Aim

- To promote and market football opportunities available
- To increase the profile of the club throughout the local community and to be a football club that is trusted by, and embedded in, the community.

	Objective	Achievement Targets	Timescale	Responsibility
1	To advertise success & ensure social media platforms and / or website is maintained.	To run annual presentation / award nights	Year 1 and annually	Marketing / media officers Club Secretary
2	To improve communication with players and coaches (internal comms)	Squad management adopted by all sections	Year 2 and annually	Football Development Committee Team Managers
3	To host a fun day to help promote, fundraise and offer facilities to the local communities.	Link with schools Support Local Community	Year 2	Club Secretary / Committee
4	To hold weekly Park Runs and / or Cycle Trail club for members of the local community.	Income generation plus illustration of wider community use / health benefits of Llangeinor Playing Fields.	Year 2	Volunteer Coordinator
5	Continue to create links with Pencoed college to provide coaching opportunities or work placements for students.	1 student volunteer per year	Year 2 and annually	Club Committee
6	Establish a new 'community informal sport' Football Sives / Kicks session for teenagers on MUGA. Helping reduce antisocial behaviour.	Turn Up & Play session for boys & girls. Use for recruitment of players or as a stepping stone into Club football.	Year 3	Link with local sports development team
7	To relaunch walking football sessions/team	10 regular participants	Year 3	Club Committee

#### Appendix: Letters of Support

S.Rhodes

Chairman and safety officer for Team wooly sheep

16 Porth street

Porth

Cf39 9RT

vacdrs@aol.com

To who it may concern

We at TWS are the leading drone racing club, based in Miskin in Wales. We use llanginor FC facilities to host our British qualifying races for the British drone racing association (BDRA) we normally have 36 pilots and their family's from all parts of the UK plus spectators, in all 150 persons. These at the moment are held on one day as the bathroom facilities are not designed to cater for the numbers, we would hold two day races if we knew that the facilities could handle the 70 pilots and the associated increase in families and spectators. We hope that this could be something the team at llanginor FC work on and achieve.

Sincerely

Steve Rhodes



Laura Lewis < lauralewis486@yahoo.co.uk>
Support for Changing room facilities

hairman@llangeinorfc.wales

Sun

I have worked at Tynyrheol Primary School for over 6 years and during this time we have often used Llangeinor Football field for numerous school events. The closure of the changing room and pavilion facilities has had a great impact on the frequency that we are able to use the playing field and surrounding area.

In the past we would regularly use the playing fields for PE lessons, to host inter school sporting events and the PTFA would hold our annual summer fete at the venue. However, since the closure of the changing rooms we have been unable to do this due to lack of storage and access to toilet facilities. This is a great shame and means that the children often miss out.

The school also uses the area around the playing fields to run forest school sessions. Again the lack of changing room facilities makes this a logistical nightmare. If the children require the toilet when we are on site we have no option but to walk back to school, often meaning that the sessions are cut short. If toilet facilities were accessible at the venue the school would be able to run more frequent and successful forest school sessions. Forest school sessions held on a regular weekly basis have been shown to improve mental health and well-being of those who attend.

We are extremely lucky to have Llangeinor playing fields within walking distance of the school but it is a great shame that currently we are unable to use it to it's full potential due to lack of facilities. We feel that the upgrade and improvement to the changing rooms would have a major positive impact for the children of Tynyrheol Primary School, improving both mental health and well-being of our pupils. It would also enable the PTFA to once again hold school events that often bring the community together.

Many thanks, Laura Lewis (On behalf of Tynyrheol Primary School)

Sent from Yahoo Mail on Android



nialewis98@yahoo.com chairman@llangeinorfc.wales
Email of support (changing room facilities)

Sun 21:54

I am writing this email in support of Llangeinor FC's application for funding for the changing rooms and pavilion facilities.

My name is Nia Lewis, I am a 15 year old local resident in Llangeinor, who regularly uses Llangeinor playing field for training purposes. I currently play football for FAW South Academy and have been lucky enough to be selected to represent the Welsh National team at under 15, 16 and 17 level. Most recently I was involved in the Welsh Women's under 17 squad in the Euro Qualifiers round 1 where we secured promtion into group A.

Having a field that I can use locally for additional training outside of my club sessions, especially during the off season, is extremely import to me. While Llangeinor Playing field is a great venue for this it has become more difficult for me due to lack of changing room and storage facilities. Currently I have to use my bike to transport my training equipment to the playing field. I often carry a large kit bag with my own set of nets, cones, ladders, footballs, weights, resistance bands etc to the field in order to do my individual training.

Llangeinor FC have been a huge support to me during my football journey, not only because I am a local resident it was also my 1st grassroots club. While the club and it's members continue to support me they are unfortunately unable to help with the issue of storing my training equipment at this current time due to lack of facilities.

If the changing rooms and pavilion area in Llangeinor were upgraded this would have a tremendous impact on me. I wouldn't need to load up multiple kit bags with equipment every time I wanted to train or use my bike to get everything there. Having access to changing rooms and storage would mean that I could simply turn up grab my stuff and carry out my drills.

In order to progress my football career I need to have access to adequate facilities and improvements to the changing room facilities would greatly help me and the local community.

Many thanks,

Nia Lewis

Sent from Yahoo Mail on Android

#### Annex:

- Tender Report
- Construction Cost Plan
- Building Condition Survey
- Site Drawings & Visuals