

UNDY ATHLETIC FOOTBALL CLUB (UNDY A.F.C)

STRATEGIC PLAN

31st January 2016, Revised 7th October 2016

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EXECUTIVE SUMMARY

Undy AFC is a successful, financially sound, and extremely well run football club. Our success has been achieved by utilising young local players, whilst exercising robust, sensible cash and risk management, when committing and expending the club's resources.

As we near the end of a 25-year lease (4 years before expiry), the opportunity has arisen for the club to apply for the award of a Community Asset Transfer (CAT).

This strategic plan is written to illustrate how the club can be successful, sustainable, and more importantly can be totally trusted with the custody of this valuable asset.

With the award of the CAT, the club would further improve its facilities, that would undoubtedly make us the flagship of Welsh League clubs in Monmouthshire, as well as improving our service provision to children and adults in the local community.

Undy AFC is extremely proud of its achievements so far, in developing a strong community club, and this application is a request to allow us to further strengthen and improve that community spirit, whilst taking great care of this community asset.

INTRODUCTION

Undy AFC play in The Welsh League Division 2, having been promoted to The Welsh League in 2011, after many successful years of East Gwent and Gwent County local league football. In our relatively short Welsh League history, we gained promotion from Division 3 in our first season, and have narrowly missed out on promotion to Division 1 in the last three seasons, twice missing out by a single point. We have also had very successful runs in The Welsh Cup, and in 2014 we played Premier League side Carmarthen Town at The Causeway. To support our first team, we have a reserve side that plays in The Welsh League Reserve League, and a third team that plays in East Gwent Division 1. Our success has been achieved by mainly using local players, who have come through our very successful junior system.

Our junior system is unrivalled in our area, and boasts 16 teams from ages 7 to 16. As well as providing a feeder system for our senior sides, our junior system provides a fantastic community resource, where children can come and play safely, and enjoy the friendly, family atmosphere. Additionally, the parents provide new members to our club adding skills and experience to our management committee giving a healthy turnover to our management team. We currently have over 200 junior members. On an annual basis, we hold junior tournaments for all ages, and as well as being good fundraisers, they provide a great advert for our club, and the resources that we have. These tournaments are extremely well attended, by clubs as far away as Cardiff and Bristol, and are renowned across South Wales and The South West.

We also run a Ladies' football team who are non-league based, the emphasis is on fun and fitness with friendly matches arranged against local teams.

The club also shares facilities with the Undy and Magor Cricket Club, who have played at the club for over 40 years and they operate as an autonomous section within the Club structure. They currently play in Division 4 of the Welsh Club Cricket Conference and in the Newport and District Midweek League.

The club also offers the use of its changing facilities to Magor RFC Veterans, who play occasional games on a local pitch.

The different elements of the club work extremely well together to ensure there is co-ordination over the use of the club's facilities, which is planned to continue.

The club has a strong social background, and we have darts and pool teams that play in local leagues. The club has over 500 sporting and social members.

The club's objective is to gain promotion to the top tier of Welsh League football (Welsh League Division 1). We believe that the club has the infrastructure to support this ambition, and could sustain this level of football. Our infrastructure is demonstrated by the following;

- Financial – the club is totally self-financing. We are supported by over 50 local sponsors, who regularly support the club. Our main sponsor is Henry Howard Finance, a very successful local business, whose main Director, Mark Crook, is one of our Directors of Football.
- Management – our management team has many years' experience operating at Welsh League level, and are well respected throughout The Welsh League.
- Playing resource – the success of our junior system, means we always have players coming through, to increase competition for places, and replace retiring players.
- Executive management – the club has 5 trustees, who have a wealth of experience within the club, and they ensure that the club is run with sensible financial and risk management.
- Changing facilities – the club has 4 large changing rooms with shower and toilet facilities, as well as a referees changing room and a first aid room.

The club currently holds a 25-year lease on the premises, which only has 4 years before expiry. After assessing our different options, the club would like to apply for a Community Asset Transfer (CAT) for the premises at The Causeway, under a long leasehold basis (999 years), or on a freehold basis.

If successful with the CAT application, Undy AFC would look to improve the sporting facilities at the club, by adding floodlights, a further stand, and further improving the ground in general. These improvements would allow the club to achieve its ambition of playing at the top tier of The Welsh League, where the ground criteria are set to be more demanding.

By adding floodlights and improving the pitch this would significantly increase capacity as it would significantly extend the amount of hours the facilities is available. The pitch would be able to played on much more due to the improvements (currently needs a lot of rest and maintenance work to keep it at it's current 'okay' standard) and the floodlights would extend the hours in winter. This extra capacity is particularly pertinent with the incoming influx in population from the proposed housing developments in Undy.

In order to finance these developments, the club would have access to grants from FAW, Welsh League, and other public bodies. The club has a very strong internal fundraising section, and we would utilise this to add our own internal finances.

Along with the developments above, the club would look to improve the clubhouse and changing facilities and the junior pitches. Aims for the improvement of the cricket facilities include the renewal of the artificial strip and provision of a water supply to the cricket square which would enable the preparation of better playing wickets. Together with provision of wicket covers, these improvements would give the potential for progression through the cricket divisions and the re-establishment of a youth cricket section. The proposed CAT arrangement would permit improved access to the grant funding from Cricket Wales and the ECB.

All of these improvements would allow the club to enhance its already impressive provision of sporting and social facilities to the whole community. This improved provision would be extremely valuable, especially with the impending building of 500 new homes in Undy.

The club has an extremely strong presence within the local community, and we are always striving to increase and improve that presence. A demonstration of that presence is the hosting of the annual Tesco Fun Day, which allows Tesco to raise significant funds towards its registered charity. The club also appoints its own registered charity, and in 2015 we raised over £16,000 for the charity, Sparkle.

The club regularly receives commendations from local MPs and councillors, for its service to the community. We have also received extremely positive feedback from senior members of FAW, and The Welsh League for our club infrastructure and facilities. We have also been chosen to host senior cup finals, where a high quality, neutral ground has been required. Various testimonials and commendations, from extremely influential people within our community, are available to support this application.

BACKGROUND

The club was founded in 1947, and reformed in 1970. When the club was reformed in 1970 we had one senior football team, now in 2016 we now have 3 senior teams, a ladies team, a veterans team, 16 junior teams, and support the cricket and other sporting and social activities.

The club has consistently improved since its reformation in 1970. It has developed, expanded and grown in both stature and size. It now exists not just as a football club, which is its primary

function, but as a much wider support network and community hub providing a huge plethora of services to every corner of the community.

The club has now got to a stage where it's further improvement and **development is stifled by the fact the club does not have possession of the land. Releasing this asset to the community would enable Undy AFC to apply for grants which currently cannot be accessed due to the lease.**

This would allow this essential recreational facility to further widen its reach.

The timeline below, demonstrates the progress that we have made in male senior football alone, and the success we have achieved.

1947 – Undy AFC formed.

1970 – Undy AFC reformed.

1974 – East Gwent League champions and Benevolent Cup winners

1974 – Promotion to Gwent Premier League

1979 – Promotion to Gwent County League

1981 – Gwent Amateur Cup semi-finalists

1989 – Gwent Amateur Cup runners-up

2004 – Gwent League Cup winners

2010 – Gwent League Cup runners up

2011 – Won Gwent County Division 1, secured promotion to Welsh League Division 3

2012 – Winners of Welsh League Division 3, secured promotion to Division 2

2013 & 2014 – Missed out on promotion to Division 1, by one point

2014 – Reached the 3rd round of Welsh Cup, narrowly losing to Carmarthen Town

2016 – Secured promotion to Welsh League Division 1

This, along with the expansion of range and participants detailed above, highlights just how successful Undy AFC have been and hints at how much hard and successful work has been put in by all of the community volunteers involved. Undy AFC is truly a community club.

The club is not only football focused; along with other sports teams such as cricket and darts the club also holds numerous large events attended by upwards of 1,000 people. These events include charity runs, the Tesco Fun-Day and the infamous, and very well regarded, junior football tournaments. Indeed, if any of your children have ever played football in the South Wales area you will have most likely attended a junior tournament here at Undy AFC.

The expansive clubhouse provides an excellent venue for after match socialising and refreshments, as well as a social venue for local people. It is also used by local MPs, councils and charities, as a meeting venue.

We have in the past developed the assets including the following projects:

- Bar extensions
- Lottery Funding for changing room and car parking extension
- New junior pitch
- Mower
- New stand
- Pitch barriers
- Goal posts

- Development of two outside seating areas

Whilst the club has consistently improved the wide ranging and wide reaching facilities it has over the years, mostly through self-funded works, it is now hard to achieve funding for the larger projects which are currently necessary due to the short amount of time left on the lease.

Many funding avenues will, understandably, not provide any assistance to facilities who only have a short amount of time left on their lease. We need to be able to demonstrate the future security of the club to reassure funders the development undertaken with their funds would be worthwhile and a successful, permanent improvement to facilities and services for the local community.

The award of the CAT would allow the club to access many more funding opportunities which are necessary to further the clubs success and secure the longevity and sustainability, of the provision of our services, which would be a benefit to the whole community.

ACCOUNTABILITY, MANAGEMENT & PERSONELL

The club is mainly run by volunteers. The club has a board of 5 trustees who are ultimately responsible for the clubs activities. In addition, the club has an experienced management committee with representatives from all specific sections of the club (male senior football, ladies football, veteran's football, junior football, cricket team, darts team, social contingent), with various backgrounds and professional skills, who work together, to achieve the club's aims, and keep the club running smoothly.

The club is always looking to develop its officers and managers, and we regularly send people on first aid, food hygiene and other development courses. We also have a welfare officer, who ensures that our child protection procedures are of the highest level, and always strictly adhered to.

In addition to the trustee's and committee, the club has and a small army of dedicated volunteers who come every week, rain or shine, to mark pitches, cut the grass and install the goal posts etc. The dedication shown by so many in the community who volunteer huge amounts of their time is unbelievable. It is truly a community club and is close to the hearts of such a wide range of people throughout Undy, Magor and the wider area.

Please see below for a brief overview of the background of the current trustees of the club:

Robert Lynch – Trustee and Chairperson

- Member of Undy AFC for 46 years, 20 years in a senior management position
- 18 years working for local authority, ending at supervisory level
- 16 years at AB-Inbev as a brewery technician

Phil Guard – Trustee and Vice Chairperson

- Member of Undy AFC Committee for 30 years
- 28 years as a college lecturer
- Qualifications – BSc Hons Construction Management, PGCE Teaching

Andrew Cox – Trustee and Director of Football

- Has been a club member for 35 years, 6 of which spent as Chairperson
- Qualified Chartered Accountant 1989
- 20 years spent in senior management roles, including roles such as Finance Director & Managing Director.
- Currently runs an electronic manufacturing business with part ownership

Andrew Parry – Trustee

- Member of Undy AFC for 46 years, carrying out various roles including junior coach, fundraiser and committee member
- 40 years spent in engineering and project management at ROF Glascoed and currently at AB-Inbev
- HNC in building

Brent Mundy – Trustee and President of Undy and Magor Cricket Club

- Played cricket for 20 years at Undy & Magor Cricket Club and represented Gwent Seniors, also spent many years as a main committee member
- 15 years spent in local government on construction projects progressing to Principal Engineer
- Moved to the private sector with an international development and engineering consultant, returning to the public sector as Government Planning Inspectorate to conduct public enquiries into planning projects
- Qualifications – BSc Hons, Ceng, MICE, MIHT

THE DEVELOPMENT PROPOSAL

Undy AFC is a trust, headed by 5 trustees, and supported by a management committee. As a not-for-profit organisation, the clubs constitution ensures that all profits generated are reinvested within the club, to maintain and further improve facilities. If we are successful with the award of the CAT, the club plans to continue as a trust, and as a not-for-profit organisation.

Now that Undy AFC First Team are playing in the Welsh League Division One there is essential work that needs to be undertaken prior to April 2017. The Welsh League state that for Undy AFC to continue in Division 1 the following must be in place by April 2017:

- Hard standing along two sides of the pitch
- A 250 person capacity stand
- Dugout on the same side of the pitch

In addition to this, the club is extremely keen to significantly improve the current pitch. The pitch has had no major maintenance work since before it was a Gwent County level pitch. With Undy AFC's ambition to receive the accolade of playing in the Welsh Premier League, which would be a key highlight for Monmouthshire, the pitch is in need of urgent improvement.

The planned improvements to the pitch would also increase the capacity of Undy AFC and the amount of people the club can reach. The proposed pitch improvements would mean the pitch

could be played on and trained on much more frequently as well as being used for junior, ladies and other sports training facilities.

Another development proposal from the club is to install flood lighting. This will not only bring the club up to Welsh Premier League standard but again will significantly increase the capacity and reach of the club by extending the hours that men, ladies and children can utilise the clubs facilities.

None of this can be done without applying for external funding, external funding cannot be applied for with the current lease; hence the CAT transfer would solve this issue, thereby enabling Undy AFC to further improve their facilities and expand their reach. This is particularly important with the imminent influx of additional people to the Undy area from the proposed Rockfield and Vinegar Hill developments. Undy AFC is the only recreational facility in Undy and the increased capacity would be very welcomed to cope with providing services and facilities for this increase in population.

The club has in place plans to apply for funding from the Football Association of Wales (FAW) and The Big Lottery, as well as other smaller grants, however with such a short period on the lease Undy AFC would not qualify for funding. **The release of this asset to the community would allow Undy AFC to go ahead with funding applications and undertake the development necessary to further improve and widen the reach of the club.**

As mentioned previously, the club has a strong fundraising committee which will support this venture, alongside the access to external funding. However, with there being a high cost associated with such works it is essential to be able to qualify for external funding. The CAT application would give Undy AFC the ground security necessary to be able to apply for funds to achieve this project.

SERVICE DESCRIPTION

Undy AFC is a local Welsh League football club, that provides a high standard of football coaching to the local community as well as many other sporting activities and large amounts of social and community events.

Adult training is available to anyone who wants to join. Currently with 3 senior teams, a veteran's team and a ladies team there is plenty of opportunity for interested persons to participate in fixtures.

Undy AFC also provides football and other sporting and social activities to children of all ages, gender and abilities. Our junior system is the largest in Monmouthshire and is a well-established, well-disciplined organisation that strives to provide a safe, enjoyable service to all its members. An example of the wider benefit the club has to the community from is every year the club runs a children's Christmas party for all local children which is funded through contributions made at the bar throughout the year.

The club is also home to a darts team, cricket team and large social contingent who organise themed nights to fundraise for charity as well as organising hospitality for big international football and rugby matches. The club does a lot for charity such as hosting many large charity events such as fun runs and Tesco fun-day, as well as doing their own fundraising. The club has annual charities each year (currently RNLI) and a long running relationship with The Sparkle Trust, after a member's daughter was found to be extremely ill.

The clubs own fundraising is done through themed nights and other one-off events such as sponsorship nights and cake day. Examples of upcoming themed events are:

- Gourmet Burger Night & Silent Quiz – 14th October 2016
- Annual Family Halloween Party – 28th October 2016
- Annual Fireworks Nights – 5th November 2016

Whilst the clubs main function is a football club, the club provides so much more than just football. It is a hub for the community, regularly hosting the local MP and Councillor's surgeries. It provides a wide family network for all those in the community regardless of age, gender, ability etc.

SERVICE DELIVERY

The club intends to deliver its products through its constitution, by achieving top tier Welsh League status, and improving the facilities that are available to all, using qualified coaches who have the right skills to develop young people, promoting the facility within the local community. Through an experienced committee who have the right skills, vision, and enthusiasm to engage our members, we will strive to improve our service provision throughout the local community.

SERVICE NEED

Current membership is strong with around 500 members, a large number being juniors. Without the award of the CAT, the club would be unable to apply for the necessary grants required to make the necessary improvements. This is because most public bodies require an outstanding lease term of at least 10 years, before grants are provided.

Without these improvements it is unlikely that we would sustain Welsh League Division 1 status, as our ground would not meet the criteria. Without top tier status, we may lose our local players, who are capable of playing at that standard. The Club provides an essential hub for local players who would need to travel outside the area to play their desired level of football.

We envisage there to be an incoming increase in demand for the service we provide resulting from the proposed Rockfield Farm and Vinegar Hill housing developments. There is extra demand within the already existent community, hence why Undy AFC is continually expanding. With there already being a lack of recreational provision for the existing community Undy AFC will certainly need to expand its capacity to cope with the new population. As the only

recreational facility or service provider in Undy it is essential that we continue to improve our facilities and expand our reach.

CHARGES

Total Club membership - £20 (1 year) or £80 (5 years) – circa 515 members, inclusive of below

Junior football membership - £60 pa (with discounts for siblings), circa 200 members

Senior football membership - £3 per game (pay and play) – circa 120 members

Cricket membership - £25 per annum + £3 per game – circa 35 members

The above costs cover pitch hire, league fees, cup rounds, training, referee fees and kit wash. Any profit made is recycled back in to the club to continue the improvement and put on more events and activities.

TRAINING & SUPPORT

As aforementioned, the club is regularly looking to train and develop its officers, to ensure that the skillset is maximised, and all health and safety measures are complied with. We have paid for professional coaches to come in and aid junior coaching, giving the benefit to both the children and our junior team managers.

PROJECT TIMETABLE

The club is keen to get the CAT as soon as possible.

The future development of the club is now on hold until this matter is clarified. The quicker the CAT is completed the quicker the club can apply for funding streams and the quicker the necessary improvement works can begin.

As aforementioned, there is essential work to be completed by Spring 2017 so the sooner the better.

FINANCIAL FORECASTS

Attached as an appendix are the 2013/14 Profit & Loss which have been used as the opening figures for the 3-year Expenditure, Profit & Loss and Cash Flow Forecasts.

The Club is totally sustainable financially. The clubs main forms of income from membership payments, sponsorship, gate receipts, bar revenue and community events such as firework displays and Tesco Fun Days.

Our expenditure is only committed when it is affordable, and our experienced trustees and our treasure ensure that our robust financial disciplines are always adhered to. There are many business men and women on our management committee, who are used to applying these disciplines in their daily jobs, some of whom are leading industry experts.

ECONOMIC IMPACT

The provision of top tier Welsh League football, and the improved facilities needed to sustain it, would be a major boost for our community. The number of parents and children coming to watch our matches would increase, and we would be able to keep our best players.

The wider improvements to the junior pitches, cricket facilities, and changing facilities, would ensure that our high standards are maintained, and we would also attract more young members. The great community spirit that already exists within our club, can only be enhanced by these improvements. The club will stay as not-for-profit and all positive financial impacts will be channelled back in to the club to contribute towards the ongoing improvement works and expansion of services.

GRANT/LOAN REQUEST SUMMARY

As previously mentioned the club would apply for funding from FAW, Welsh League, ECB and other public bodies, as well as funding internally through specific fundraising events.

We have has positive indications from FAW however it is absolutely necessary for this CAT transfer to go through in order for us to apply for funding from them.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS ANALYSIS

STRENGTHS	WEAKNESSES
<p>The club has a very strong infrastructure, operationally, financially and commercially. Our success to date has been built around this infrastructure, and the sensible cash and risk management that exists within our procedures.</p> <p>We also have an excellent playing squad and wide range of volunteers from within the community, who are totally dedicated to their local club.</p> <p>The excellent and well-renowned junior system in place is a jewel in our crown.</p>	<p>The club currently possesses a lease with Monmouthshire County Council, which expires in 4 years' time.</p> <p>This is not a strong position for the club to be in, as we will attract no external funding, with such a close expiry date. We also need to secure our future home.</p> <p>In 4 years' time we could be left with nowhere to exist or run our large range of activities.</p>
OPPORTUNITIES	THREATS
<p>The opportunity to continue progressing through the tiers of welsh football.</p> <p>To reach even more members of the community, continue expanding our women, men and junior sections and add more activities.</p> <p>Extend the capacity by increasing the hours our facilities are available through installing floodlights and a better, more useable pitch.</p>	<p>Now we are I Division 1 we must meet the set criteria by Spring 2017. If we did not and were kicked out of Division 1 then this would probably likely lead to an exodus of local players, who would be capable of playing at Division 1 level.</p> <p>If this were to happen, our whole ethos of bringing players through our junior ranks will have been diluted, and the future of our natural progression system would be at serious risk. The junior system is crucial to the local community.</p>

APPENDICES

- 2013/14 Profit & Loss
- 3 years Financial Forecasts (Expenditure, Profit & Loss and Cash Flow)