

# **3G multi-sport pitch**

**Draft Business Plan presentation**

**29 January 2024**

# Agenda

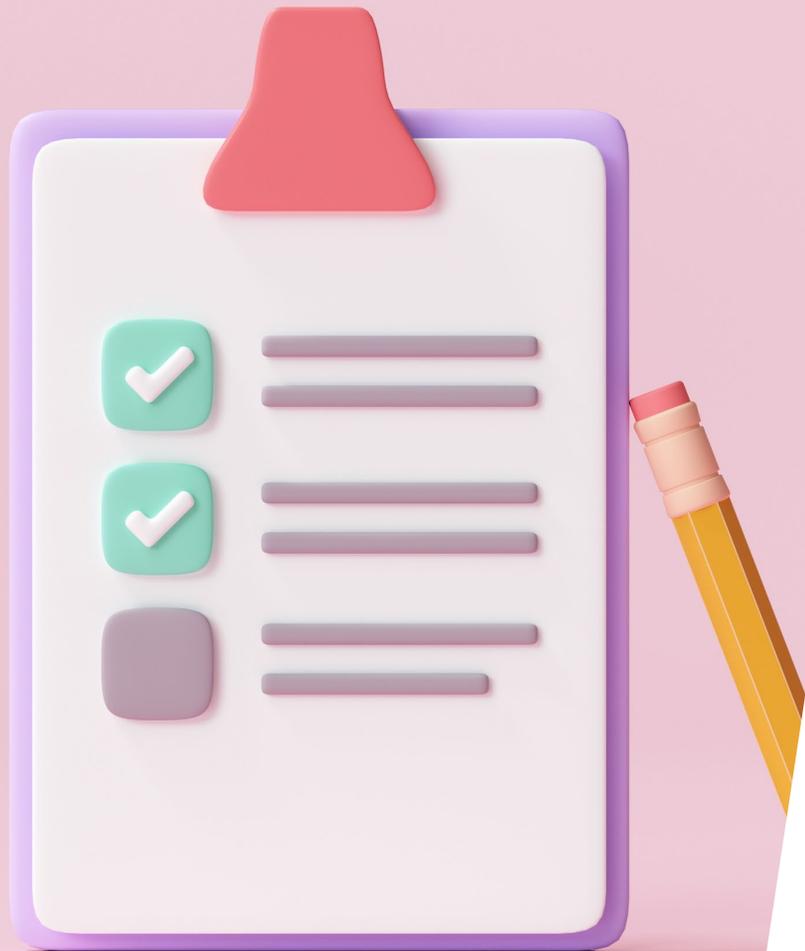
- 1. Introduction
- 2. Challenges
- 3. Consultation feedback
- 4. Draft Business Plan principles and assumptions
- 5. Expenditure
- 6. Pricing policy
- 7. Usage Timetable
- 7. Income
- 8. 5-Year Forecast
- 9. Summary and timetable
- 10. Questions and answers

# Introduction

- ▶ Council agreed to draft business plan and report back to Council in early 2024.
- ▶ First version was presented to the 3G working group in December 2023
- ▶ This is revised draft Business Plan for comment
- ▶ It has a number of queries and challenges
- ▶ The business plan is a key element of the submission to the Football Foundation
- ▶ If the Business Plan is not sustainable, it will not be accepted by Football Foundation
- ▶ The Cllr site visits to local 3G pitches illustrated high usage and covering their costs

# Challenges

- ▶ Very early in process
- ▶ Football clubs keen - as they realise importance of been pencilled in for a slot
- ▶ Community groups - wait and see
- ▶ Staplehurst Primary School - once per year event
- ▶ Cranbrook Rugby keen - want Saturday am for Tag Rugby
- ▶ Charlton Athletic Community Trust - supportive
- ▶ Youth service - ad hoc use
- ▶ Symbol Trust / Sobell Centre - wait and see
- ▶ Active Sports (Disability) - meeting arranged
- ▶ Day time usage will be challenging - schools do not like travelling
- ▶ Potential for an Academy programme
- ▶ Currently seeking contractor to manage of site



## Consultation feedback

- ▶ Low cost for local residents
- ▶ Access for local groups
- ▶ Offer more than football
- ▶ Community usage

# Draft Business plan principles and assumptions

## ► Principles

- Use Football Foundation template - part of submission to Football Foundation, if the business plan is not sustainable then it will not be accepted by Football Foundation.
- Baseline year before opening - in effect council working budget 2024/25?
- Year 1 - September 2025 - August 2026
- Year 2 - September 2026 - August 2027 and so on
- 5 year Business plan
- 3% standard inflation
- Football Foundation Target groups are: Women & Girls, Disabilities, Diverse Ethnic Communities and Low Socio-Economic Groups - can offer reduced fees to target groups

# Draft Business plan principles and assumptions

## ► Assumptions

- Lighting permission to 10pm weekdays,
- No marketing so focus on known groups at moment.
- The Council is starting a tender process for a Contractor to manage the Jubilee Field
- Contractor will report directly to Council and form a “user group” based on the JFWG.

# Expenditure headings

Category	Expenditure	Rationale
<b>3G pitch</b>	Annual maintenance contract	Part of grounds maintenance plan
	Equipment replacement	Part of grounds maintenance plan
	Pitch testing / inspection	Football foundation requirement - ensures ongoing standards
	Regular maintenance (weekly)	Part of grounds maintenance plan
	Sinking Fund	Funding set aside in "shared account" for long term maintenance / replacement
	Line marking	Part of grounds maintenance plan
	Rubber Crumb top-up	Part of grounds maintenance plan
<b>Floodlighting 3G pitch</b>	Lamp replacement	Football foundation requirement - ensures ongoing standards
	Maintenance	Football foundation requirement - ensures ongoing standards
	Utilities	Electric - Football foundation set amount on new project
<b>Grass Pitches</b>	Pitch maintenance - annual cost for the site	Main and new junior pitch
	Machinery operational costs	Part of grounds maintenance plan
	Equipment Hire / groundsman	Groundsman - 2 grass pitches and 3 G pitch
<b>Changing rooms / Clubhouse</b>	Cleaning	SMFC currently paid to clean pavilion
	Maintenance & Repairs	General costs
	Sinking Fund	Funding set aside in "shared account" for long term maintenance / replacement
	Utilities	Based on current electric and water bills, No Gas
<b>Revenue</b>	Kitchen expenditure	General costs
	Loan repayment	None
	Site Staff Costs / management fee	Site manager / caretake / contract fee
	Legal	One off cost in first year
	Training and education costs	Part of development plan
	Marketing	standard fee
	Misc	Tel, Wifi, printing, vending stock etc

# Draft Expenditure spreadsheet - year one

Expenditure	Year 1	
Pitch Maintenance & Sinking Fund	£	30,000*
Floodlighting	£	6,000
Grass pitches	£	8,487
Changing rooms / Clubhouse	£	12,000*
Revenue	£	12,500
<b>Total</b>	<b>£</b>	<b>68,987</b>

**\* Changes to original presentation**

Sinking Fund amount increased to £27,000

Changing Room expenditure reduced to £12,000

# Clarifications

- SMFC - potential new clubhouse is excluded from income and expenditure.
- Grass pitch - “Pitch Power Assessment ” tool to investigate standard of pitch - may need some investment as soon as site makes a surplus
- Girl Guides Centre income and expenditure excluded from business plan
- Skatepark expenditure excluded from business plan.

# Income headings

Category	Income category	Rationale
3G pitch Income	Winter Hire Income (30 weeks)	Allows for two-week break / holidays / maintenance
	Summer Hire Income (18 weeks)	Allows for two-week break / holidays / maintenance
Grass Pitches	Pitch hire	SMFC, Occasional hire of main pitch by other clubs, SMYFC
	Revenue subsidy/ budget contribution from LA or Parish Council	NA
Changing Pavilion	Building/Clubroom Hire	Included in pitch hire
	Kitchen income	To be considered, SMFC?
Misc	Sponsorship/Fundraising	To be developed on 3G pitch fencing
	Vending income	Option moving forward
	Revenue grants	
	Other	Girl Guides / training & education income

# Pricing policy

- Benchmarked against other 3G pitches
- Different rates for different users
- Different times e.g. peak / off peak / match hire

	Peak (Sept -April)			off peak (Hol / daytime use)		
Suggested Pricing	Full Pitch	Half Pitch	1/4 Pitch	Full Pitch	Half Pitch	1/4 Pitch
Key Partner Clubs	£ 70.00	£ 40.00	£ 25.00	£ 40.00	£ 25.00	£ 15.00
Accredited Club	£ 85.00	£ 50.00	£ 30.00	£ 50.00	£ 30.00	£ 20.00
Non-Accredited Clubs	£ 90.00	£ 55.00	£ 35.00	£ 55.00	£ 35.00	£ 25.00
Pay & Play / commercial	£ 110.00	£ 65.00	£ 45.00	£ 60.00	£ 40.00	£ 30.00

	Match Charges
5v5 - 1/4 pitch (1 Hour)	£ 15.00
7v7 - 1/2 pitch (1 hour)	£ 20.00
9v9 - Full pitch (1.5 hours)	£ 45.00
11v11 - Full Pitch (2 hours)	£ 60.00

	9am-10am	10am-11am	11am- 12pm	12pm - 1pm	1pm-2pm	2pm-3pm	3pm-4pm	4pm-5pm	5pm-6pm	6pm-7pm	7pm-8pm	8pm-9pm	9pm-10pm
Monday	Poss. Academy Programme			The Symbol Trust				Girl Guides	Headcorn FC				SMFC U23
Tuesday	Poss. Academy Programme		Walking Football						Football 5 Star	SMYFC Girls		SMYFC Girls	SMFC Senior
Wednesday		Fitness / Bootcamp				School/ Academy matches			SMYFC				Other club use TBC
Thursday	Poss. Academy Programme								Disability	SMYFC			Other club use TBC
Friday	Pitch Maintenance	Fitness / Bootcamp								Walking Football			
									Just Play 11-16	Just Play 16-24	Women's Rec Session		
Saturday	SMYFC Matches								FREE Youth session	FREE Youth session			
Sunday	SMYFC Matches										Adult 5-A-side		

KEY	
	Staplehurst Monarch Jnrs
	Staplehurst Monarch Snrs
	Headcorn
	Rec / pay and play activity
	Disability / Com. outreach
	Education Use
	Commercial
	Free space available for hire
	Maintenance

Usage -  
Regular hirers Sept  
- April

	9am-10am	10am-11am	11am- 12pm	12pm - 1pm	1pm-2pm	2pm-3pm	3pm-4pm	4pm-5pm	5pm-6pm	6pm-7pm	7pm-8pm	8pm-9pm	9pm-10pm
Monday	HOLIDAY PROGRAMME							Girl Guides	Headcorn FC				SMFC U23
Tuesday			Walking Football					Football 5 Star				SMFC Senior	
										SMYFC Wildcats	SMFC Women		
Wednesday	HOLIDAY PROGRAMME												
Thursday	HOLIDAY PROGRAMME								Disability				
Friday	Pitch Maintenance	Fitness / Bootcamp								Walking Football			
									Just Play 11-16	Just Play 16-24	Women's Rec Session		
Saturday									FREE Youth session	FREE Youth session			
Sunday	Team Tournaments / friendlies TBC										Adult 5-A-side		

KEY	
	Staplehurst Monarch Jnrs
	Staplehurst Monarch Snrs
	Headcorn
	Rec / pay and play activity
	Disability / Com. outreach
	Education Use
	Commercial
	Free space available for hire
	Maintenance

Usage -  
**Typical Summer Use**  
 Other ad hoc use  
 Birthday Parties  
 Scout / Youth service events

# Draft Income spreadsheet - year one

3G Income	Year 1
Junior Training	£ 27,210
Senior Training	£ 5,400
Junior Matches	£ 9,900
Rec / Pay and Play sessions	£ 4,500
Commercial use (5-A-side / Coaching orgs)	£ 13,200
Casual bookings	£ 9,000
Summer off peak use/ holiday programmes	£ 6,615
Fitness sessions	£ 2,400
Day time use (School Matches)	£ 390
<b>Total</b>	<b>£ 78,615</b>
Other income	
Grass pitch	£ 7,725*
Changing Pavilion	£ 2,000
Revenue	£ 3,000
<b>Total</b>	<b>£ 91,340</b>

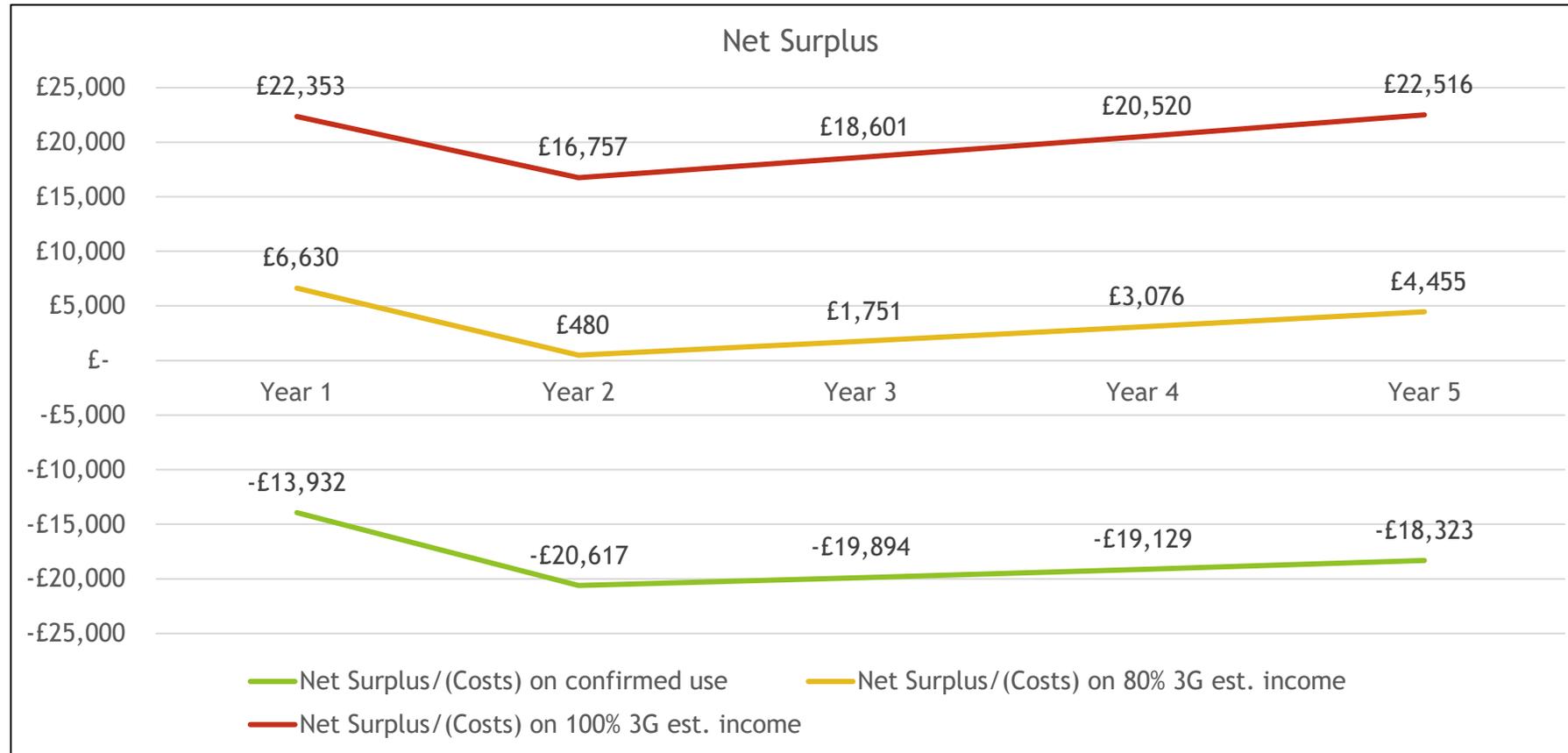
## \*Changes to original presentation

Grass pitch hire for SMFC agreed at £7,500 + 3% annual inflation

# 5 Year Income & Expenditure forecast

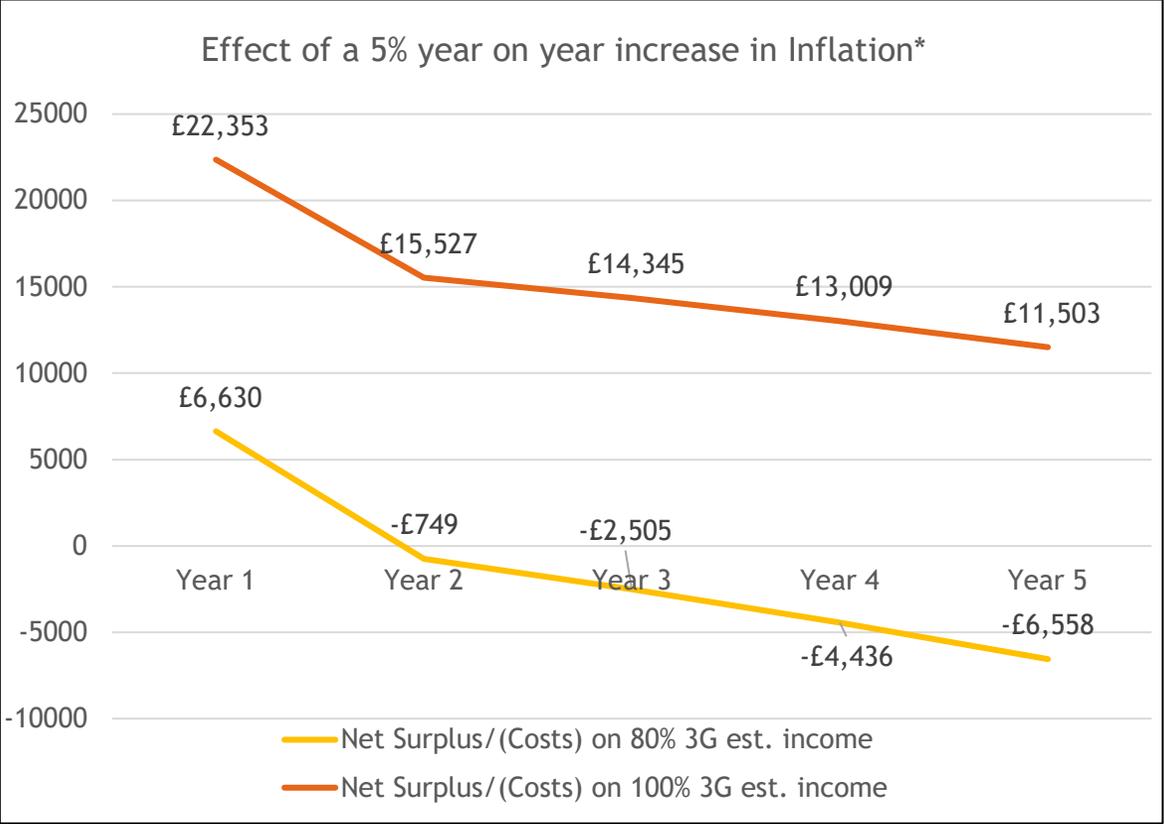
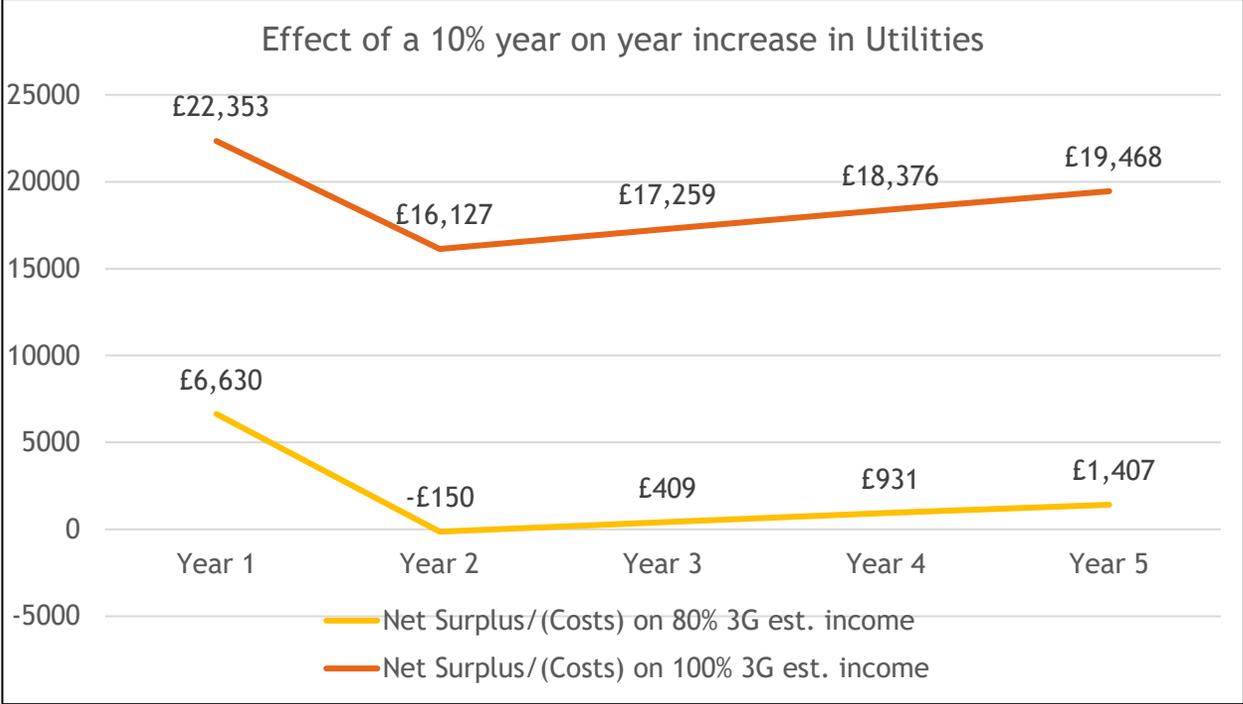
<b>3G Income</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Junior Training	£ 27,210	£ 28,434	£ 29,714	£ 31,051	£ 32,448
Senior Training	£ 5,400	£ 5,562	£ 5,729	£ 5,901	£ 6,078
Junior Matches	£ 9,900	£ 10,197	£ 10,503	£ 10,818	£ 11,143
Rec / Pay and Play sessions	£ 4,500	£ 4,635	£ 4,774	£ 4,917	£ 5,065
Commercial use (5-A-side / Coaching orgs)	£ 13,200	£ 13,596	£ 14,004	£ 14,424	£ 14,857
Casual bookings	£ 9,000	£ 9,270	£ 9,548	£ 9,835	£ 10,130
Summer off peak use/ hol programmes	£ 6,615	£ 6,813	£ 7,018	£ 7,228	£ 7,445
Fitness sessions	£ 2,400	£ 2,472	£ 2,546	£ 2,623	£ 2,701
Day time use (School Matches)	£ 390	£ 402	£ 414	£ 426	£ 439
<b>Total</b>	<b>£ 78,615</b>	<b>£ 81,382</b>	<b>£ 84,250</b>	<b>£ 87,223</b>	<b>£ 90,305</b>
<b>Other income</b>					
Grass pitch	£ 7,725	£ 7,957	£ 8,195	£ 8,441	£ 8,695
Changing Pavilion	£ 2,000	£ 2,060	£ 2,122	£ 2,185	£ 2,251
Revenue	£ 3,000	£ 3,090	£ 3,183	£ 3,278	£ 3,377
<b>Expenditure</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Pitch Maintenance & Sinking Fund	£ 30,000	£ 37,075	£ 37,272	£ 37,475	£ 37,685
Floodlighting	£ 6,000	£ 6,680	£ 6,880	£ 7,087	£ 7,299
Grass pitches	£ 8,487	£ 8,742	£ 9,004	£ 9,274	£ 9,552
Changing rooms / Clubhouse	£ 12,000	£ 12,360	£ 12,731	£ 13,113	£ 13,506
Revenue	£ 12,500	£ 12,875	£ 13,261	£ 13,659	£ 14,069
<b>Total</b>	<b>£ 68,987</b>	<b>£ 77,732</b>	<b>£ 79,148</b>	<b>£ 80,608</b>	<b>£ 82,112</b>
<b>Net Surplus/(Costs) on 100% Est 3G income</b>	<b>£ 22,353</b>	<b>£ 16,757</b>	<b>£ 18,601</b>	<b>£ 20,520</b>	<b>£ 22,516</b>

# 5 Year Income & Expenditure forecast



\*Confirmed use currently only includes  
Football Club training, match and summer use  
CAFC hol prog

# 5 Year Income & Expenditure forecast



\*Includes 10% increase in Utilities and assumes income still at 3%

# Summary

- ▶ Continue to refine the business plan
- ▶ Further research into usage and expenditure
- ▶ Note Sinking fund - is transferred into a shared account
- ▶ In the process of Jubilee Field management being transferred from JFMC to Parish Council
- ▶ Aspiration for contractor to manage site if 3G pitch goes ahead
- ▶ Council to start tendering process



# Indicative timetable

- ▶ Business plan - ongoing until submission to Football Foundation
- ▶ Design Phase - in progress - report to Council prior to Planning submission
- ▶ Planning - Spring 2024
- ▶ Football Foundation application submission - Summer 2024
- ▶ Football Foundation Decision - Autumn 2024
- ▶ Construction - Winter 2024/25
- ▶ Opening - Spring 2025

# Any questions?

