

MAKING WALES' 3G VISION A REALITY JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

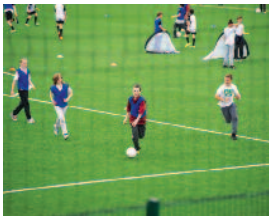
Applicant Pack



CONTENTS

- OUR 3G VISION
- THE MODEL CLUB FRAMEWORK
- CASE STUDIES
- THE APPLICATION PROCESS
 - Local collaboration
 - Learning from experience
 - Robust business planning
- FUNDING PARTNERS
- TECHNICAL SPECIFICATIONS
- LEGAL FRAMEWORK
- ASSISTANCE FOR APPLICANTS
- DECISION-MAKING CRITERIA
- TIMELINE
- PRESENTATION
- BROCHURE
- NOTES
- APPENDICES
 - APPX1: FAW 3G PROJECT APPLICATION FORM
 - APPX2: APPLICATION FOR FUNDING CHECKLIST
 - APPX3: FAW CLUB DEVELOPMENT PLAN TEMPLATE

OUR 3G VISION



The Football Association of Wales (FAW) completed a third successful bid for funding from UEFA in April 2013 as part of its 'Hat-Trick' facilities investment initiative. The focus of this third bid - which has created an opportunity to access €3m worth of funds between 2012-2016 – was based on the need to develop a number of Third Generation (otherwise known as '3G') artificial playing surfaces across Wales.

It is anticipated that 3G development will be used by member clubs in order to improve playing surface standards and offer a focal point for the wider community. It is hoped that the right investment will create excellent facilities with potential for year-round use; help develop hubs for community activity; stimulate collaboration with local partners and other users; and deliver wider economic regeneration, social inclusion and health benefits for the communities in which they are situated. It is also hoped that the investment will act as a stimuli to help clubs further develop and become self-sustaining. The FAW strongly believes that this proposed investment will not only help member clubs to capitalise on the current 'feel-good factor' that exists in Welsh football, but that it will also deliver a range of additional benefits at all levels of the game and within individual communities across Wales.

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

Huge improvements have been made in the quality and durability of the latest 3G surfaces and Wales is now one of 21 National Leagues in Europe where top class football is played on 3G pitches. Research suggests the following benefits:

- Skills development
- Improved training sessions
- Increased levels of interest at a local level for both football and other uses
- Increased participation i.e. a significant reduction in playing and training time lost to bad weather
- Cost savings for clubs currently hiring and travelling to other venues.



Despite the recognised benefits, investment in 3G surfaces should be considered with caution, particularly in relation to the following:

- Siting and forward-planning of individual facilities;
- Appropriate levels of usage; and
- On-going planning and investment in maintenance.

These three areas are so important that UEFA has stated the need to ensure that all individual applications must be accompanied by a robust, evidence-based business plan that demonstrates clubs have fully appraised all the options. This appraisal process should consider the way in which clubs – and their partners – will ensure that the investment will deliver long-term success.

Whilst careful planning is encouraged, this should not deter member clubs from making a formal application. The FAW will, after all, provide support both in developing the business plan and completing the formal application.

THE 'MODEL CLUB' FRAMEWORK

The FAW's 3G Vision for Wales is built around the desire for all member clubs to develop facilities as well as an ethos that sees them become 'hubs' for wider community activity. The installation of a well-planned 3G playing surface is an important ingredient in making this 'club is the hub' concept a reality. In order to be truly successful however, there are a number of other ingredients that are equally important.



Member clubs need to develop their own vision and plans based on a 'Model Club' framework, where their home facility becomes not just a centre for football but embraces other social and learning activity that can be enjoyed by the wider community. For this to work effectively, the 'Model Club' will engage and involve the wider community in the development, management and running of certain aspects of its infrastructure.

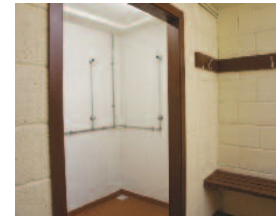
The 'Model Club' will...

Provide high quality sporting facilities – the latest 3G pitches offer an excellent quality surface that can improve the training and playing experience and enable year-round use, even during poor weather conditions. In some instances, where the local circumstances and surfaces are right, there is potential for shared use with other sports, schools, colleges and clubs.

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES



Develop community facilities and programmes – by proactively engaging local authorities and community groups as part of this application process, clubs will build a picture of the potential for shared use of a new 3G surface as well as any adjacent buildings and facilities. The process should also take account of any potential competition with other facilities or future development plans. This should inform the business plan, which will also help to build a picture of future use, additional associated development and funding contributions. 'Model Clubs' should consider the potential to review the appropriateness of support accommodation linked to a new 3G facility i.e. adjustments to changing accommodation, the need for catering and recreational areas/flexible function rooms etc.

Host educational programmes – by engaging in discussions with local schools, Further Education institutes, Higher Education institutes, education authorities or even major employers in the area, clubs can explore the potential to develop on-going partnerships, which will encourage shared usage. New developments or conversions could house meeting rooms or IT suites and provide facilities for child or adult education.



Foster academy programmes and host junior leagues – 3G facilities will allow clubs to improve their own development squads and programmes by increasing and guaranteeing session times. These new facilities will often enable clubs to attract new age-group players and coaches, while additional playing time will also benefit junior leagues in the area and encourage growth in grassroots participation. Some ‘Model Clubs’ may be able to offer facilities that will allow them to become administrative centres for local associations and community leagues.

Promote social inclusion and sport for all – the FAW promotes the uptake of football in deprived communities, in areas of high black and ethnic minority populations and amongst people living with disabilities through its *Level Playing Field* initiative. Other bodies, including the Welsh Government, Sport Wales and local authorities also promote the use of sport to encourage social inclusion and ‘Model Clubs’ will look at ways in which they can support these initiatives.

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES



The 'Model Club' framework represents an aspiration for Wales but is also based in commercial reality and provides a blueprint for growing participation levels, raising standards and increasing revenues that can be reinvested by the clubs. The FAW accepts that each member club has a unique make-up and the potential for development will be influenced by different factors. However, we feel that by having a shared vision and promoting best practice across all our member clubs, we have the best chance of realising our strategy for the successful development of our game at all levels in Wales.

CASE STUDIES

There are many positive examples of clubs and leagues embracing the value of new technology and 3G pitches. However, it is also evident that the approach in Wales needs to be bespoke to the circumstances surrounding our clubs and their communities.

Following visits to clubs across Wales, the following were highlighted as important issues:

- The need to increase and improve training and standards of play
- The need to develop the 'club is the hub' approach
- The need to significantly enhance the status of clubs within communities
- The need to increase interest and following; and
- The need to reduce facility hire charges.

It was recognised that addressing such issues would contribute greatly towards improving the financial position of clubs. However, clubs should avoid setting unrealistic targets, particularly given concerns around pricing, competition between facilities, management requirements and maintenance demands. Many clubs already contend with precarious financial circumstances and are cautious about taking on a new liability.

We have provided two examples of 3G pitch developments and their impact, although we are aware that circumstances surrounding each of our clubs in Wales is different in every area e.g. location, population size, other facilities, etc. We are also aware that the development of artificial pitch technology in the UK is relatively new and the successful long-term use of 3G pitches is still to be established. Given these circumstances, we do recommend that all business plans should err on the side of prudence.



Case Study 1 – Caerphilly

Old-style “sand-filled carpets” were recently replaced by new 3G facilities in Pontllanfraith and Newbridge in south Wales as part of a project led by Caerphilly Council.

A post-installation review conducted over a 10-month period compared usage of the new surfaces to the same period on the old surfaces and found that overall usage was clearly higher for 3G, with the number of sessions on the Newbridge pitch rising by 28% and Pontllanfraith by a staggering 125%.

Looking at the overall numbers for 3G usage, the figure for males using the two 3G surfaces increased by a factor of 1.5 compared to the ‘old style’ pitches, and more than three times as many women used the new 3G surfaces.

The overall percentage of time the facilities were in use also rose after the 3G surfaces were installed. The utilisation level at Newbridge raised from 40% to 63% for example. In Pontllanfraith, there was a rise to 82% utilisation of available slots compared to 46% on the old-style carpet.

It should be noted that these are not club ‘owned’ pitches, therefore significant school and community use is the focus. Alongside which there is currently no requirement to secure FIFA accreditation and, as they are local authority owned, normal sinking fund rules do not apply.



Case Study 2 – Montrose

Looking for evidence of longer-term success, Montrose FC in Scotland completed the installation of a 3G facility in 2007/8, which was complemented by a sustained programme of community engagement, external pitch hire and extended opening hours for the club's social facilities.

By the 2011/12 season, the club was reporting increased match attendance and season ticket sales of 30%. The club also benefited from additional income from pitch rental, merchandise and secondary spend of over £100,000. Montrose have also been able to sustain a FIFA 2-star rating since installation, even with the heavy use.

Since the 3G installation, the club has also saved around £8,700 per season in maintenance costs and another £9,500 a year from not having to hire external facilities for training. The 3G facility has also helped the club attract more talent into its youth development squad, with a number of players progressing into the senior team. Other successful initiatives included scheduled “mini-kickers” sessions for pre-school children and a “midnight league” for 12-16 year olds, designed to keep young people off the streets and out of trouble.

Club facilities are now open every day and the community feels a new sense of pride. Probably the best measure of this is the 400% increase in shirt sales!

THE APPLICATION PROCESS

It is vital that all clubs submitting applications can demonstrate that they have reviewed and considered all options for the siting, usage and integration of a new 3G facility. This will involve an in-depth local review for each facility that should include details of any collaboration with local partners or sponsors that could enhance the feasibility of the project, attract additional funding for the construction and on-going maintenance of the development, and contribute to its success as a sporting and community facility.



MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

Local collaboration

Each local review should, as a minimum, aim to:

- Identify and map any existing 3G or Artificial Turf Pitches (ATPs) within the locality together with the current and projected usage requirements of different sports
- Establish whether there are known plans for other new 3G developments – maybe as part of a new school or college development or by other football or rugby clubs
- Ensure that any proposal would deliver a facility that is complementary to others in the region, rather than competing with existing facilities that offer adequate provision
- Where more than one option exists for the location of a 3G facility, clubs should highlight the strengths and weaknesses of each option in terms of potential for becoming a successful hub for sporting and community activity
- If there are site options, take account of different site conditions and appropriateness, reviewing which locations will have the greatest impact i.e. the most visible and accessible to the largest number of people
- Examine the potential to develop future facilities on site to attract more use and revenue earning potential
- Include a robust feasibility study that will demonstrate the viability of any new facility, including an assessment of its ability to sustain a consistent level of use and generate revenue over a 15-20 year time period (incorporating at least one replacement 'carpet' installed during this time).

A review will also inform the technical and design brief for the new pitch.

This will help develop a better understanding of the technology/choice of carpet and system (e.g. surface; sub-base; and performance standards). This needs to take account of:

- **Location** – this will involve considering the way in which factors such as traffic flow and access to and from the pitch could impact surface quality e.g. mud and grass potentially contaminating the pitch
- **Environment and physical characteristics** – this will involve considering issues such as height above the water table/drainage, environmental restrictions (e.g. flood plains), distance from significant trees (dropping leaves) and loose grass cuttings
- **Purpose and usage plans** – this will take into account whether usage will be large-scale (e.g. mass participation, multi-sport, etc.) and whether it will be based at the club and expected to attain league and performance standards.

Learning from experience

The FAW has commissioned research into existing ATPs and 3G facilities to identify some of the common pitfalls that clubs have fallen into in the past when planning and installing artificial playing surfaces. All applications need to be backed by sound business plans and learning from the experiences of other clubs will help ensure that this is a document that supports future projects in Wales. Clubs should ensure that the business plan is based on realistic usage, maintenance and revenue projections so that facilities are appropriate and sustainable within each location.



The common pitfalls can be grouped into four key areas:

- **Collaboration** – many projects have proven to be over-reliant on usage by one club or organisation, with the projected use falling away after an initial ‘honeymoon’ period. When the potential for collaboration is not considered at the outset, it can sometimes be difficult to retrospectively agree shared use with other partners that could have been accommodated if different decisions were taken during the planning phase.
- **Over-use** – while the installation of 3G surfaces can deliver opportunities for year-round use and typically result in increased local demand and footfall (certainly in the short-term), care must be taken by operators to avoid over-use. Use should be monitored, with care given to ensuring that participants are wearing appropriate footwear, which will help maintain the integrity of the carpet. Operators rarely consider the fact that warranties offered by manufacturers and installers of 3G facilities can be annulled as a result of overuse and there are examples of 3G surfaces that failed to retain their initial FIFA quality standard through over-use within as little as 12 months.

- **Revenue projections** – there has been a tendency to overestimate the level of income that can be derived from new 3G facilities, particularly through competition football. It is important that business plans are based on realistic revenue projections. Clubs should also take into account any plans for future facilities that are being considered and prices charged on other artificial pitches within a particular region. It should be remembered that, whilst 3G offers a better playing experience, evidence shows that most users tend to choose the cheapest option.
- **Maintenance** – reducing maintenance costs and resource is rightly seen as a benefit of 3G versus traditional grass pitches. However, generally speaking, 3G surfaces are over-used and under-maintained. FIFA recommends **one hour of maintenance for every four hours of play**. It should also be highlighted that usage for other sports may require a slightly higher level of maintenance. Many plans fail to consider the role of a groundsman or facility manager and, whilst this may not always amount to a full-time position, the benefits of having an individual who can implement and oversee an appropriate 3G maintenance regime can be invaluable.

Robust business planning

The FAW will support member clubs in the development of business plans to accompany their applications as this has been set out as a key condition by UEFA on the award of individual grants. This support can take many forms and is outlined further in the 'Assistance to applicants' section of this document.



The business plan should define exactly what you want to achieve and how you plan to achieve it and club representatives are advised to follow the structure outlined below. Clubs are encouraged to produce a succinct and practical management tool that demonstrates how the project will succeed for both clubs and funders. Club representatives are requested to include Appendix 1 and any relevant accompanying evidence when submitting business plans. Appendix 2 provides a checklist of information that clubs should have included as part of the application process.

1. Executive summary

An executive summary is an overview. The executive summary should summarise the key points of the document.

2. Club details

This section should describe the club's business and history, key management functions, status and legal description. Evidence of ownership and/or long-term security of the preferred site location (along with realistic alternatives) also needs to be detailed in this section.

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

3. Operations plan

This section should detail the way in which the project will be operated. It should demonstrate evidence of positive engagement with local partners and an assessment of their likely involvement in the project.

Detailed proposals for the development of the 3G playing surface itself will be a key element of the business plan and, while the FAW will assist clubs in the selection of product and appointment of contractors, consideration will need to be given to the size of the area, floodlighting, equipment, equipment storage and security. Clubs should also consider developing a pitch maintenance programme and log, taking into account proposed usage plan. Details of any associated development being considered adjacent to the 3G playing surface also need to be included in the plan.

Clubs are encouraged to develop a realistic timeline for activities as part of the Operations plan.

4. Competitive analysis

It is important that applicants indicate the level of competition with other match and training venues within the locality. This should involve a competitor review and suggestions on possible cost of hire for the venue.

5. Communication strategy

It is important that clubs can not only demonstrate they have considered how they intend to market the 3G facility once it is installed but also how they approach communications around the application and the project itself. Once the 3G installation is underway, clubs and their partners will need to consider the best way to market the new facilities in the local area, taking into account issues such as over-usage and the long-term vision for sustainability, diversity of activities and widespread community use.



6. Club development plan

Based on the aspiration of the Model Club framework, the business plan should outline a club's medium to long-term vision for the future. The vision should be aspirational but also realistic and responsive to local needs and demographics. It should explain how the investment in 3G will enhance this vision and help the club to deliver against its plan. Appendix 3 provides an example of a Club development plan.

7. Staffing

This section will describe the club's policy in the sphere of employment and it is anticipated that this will highlight the club's approach to staffing post-installation. Consideration should be given to both the administration and on-going maintenance functions and whether any of these duties will be shared between staff employed by the club and those employed by partner organisations. Volunteers can also play an important role in the successful running of 3G facilities, but it is important not to be over-reliant on them. Thought should also be given to the training needs of staff.

8. Financial plan

Each business plan must contain a robust analysis of anticipated income, expenditure and cash flow for the 3G facility and any associated development. Where possible, this should include details of any financial commitment from partners along with the terms on which these commitments have been given.

Clubs also need to consider their own financial structures and position (including VAT registration and recovery) and ensure that processes and procedures are in place to adequately manage the finances relating to the 3G facility going forward. The FAW will provide all applicants with a detailed set of terms and conditions in advance of application but one important condition will be that each club must set aside an annual budget to cover the on-going maintenance of the playing surface in addition to a separate 'sinking fund' which will allow the replacement of the 'surface carpet' after approximately 6-8 years of use. The scale of this fund will vary depending on the product selected and the size of the facility but would be set in advance with the assistance of a UEFA-appointed consultant. It is envisaged that the applicant would pay monies regularly into an escrow account or similar, where funds will be held for the sole purpose of replacing the 3G carpet when it no longer achieves the required FIFA quality standard.

FUNDING PARTNERS

The application process will endeavour to identify the nature and level of match funding that has been secured or is likely to be secured by each applicant and will take this into account as part of the decision-making process.

The FAW itself has sought/is seeking funding for the 3G project from a number of sources, including:

- UEFA – Hat-trick funding
- FIFA – Goal funding
- Welsh Government
- Sport Wales



MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

The Welsh Government, via its Business Wales arm and other bodies (see 'Assistance for applicants' section of this document), can advise applicants on their approach to potential funding partners and the prospects of accessing Wales, UK or EU funding that could be applied to their development proposals. However, Member Clubs should at least consider the potential for accessing funding from the following partners:

- Unitary authorities/local education authorities
- Local sports clubs or organisations
- Other community grants schemes e.g. WREN, Coalfield Regeneration grants, Welsh Government and/or European funded grant programmes
- Past or current club sponsors or suppliers
- Major employers in the region
- Private finance – investors, membership, etc.

TECHNICAL SPECIFICATIONS

The FAW will provide advice on the technical specifications of 3G facilities at the workshop.

This will include recommendations for:

- FIFA certification
- Preferred carpet manufacturer/supplier/installer
- Pitch construction
- Procurement
- Project management.

Whilst the initial focus of this programme has been on the conversion of stadium grass to 3G pitches, there are many clubs looking to find ways of establishing 3G academy pitches serving as training centres and community hub pitches without having to convert what might already be a good standard stadium pitch.



MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

Following advice from experts involved with 3G installation and maintenance, the following table was developed in order to help provide guidance to clubs. Clubs are encouraged to consider the strengths and weaknesses associated with adopting different scenarios. Such considerations will, after all, inform the technical specifications necessary for the club.

Example scenarios	Benefits	The positive outcomes	The long-term risks
Conversion of 'stadium' pitch to Fifa 1-star 3G pitch	<ul style="list-style-type: none"> ● 2,000-2,500 hours of usage time per annum ● Ability to play senior and academy matches ● Training facility ● Ability to hire to other members of the community 	<ul style="list-style-type: none"> ● Club saves money on pitch hire ● Improved coaching facility i.e. ability to train for longer, quality pitch surface for skill development, etc. ● Better standards of play ● More matches e.g. junior games not cancelled ● Better community relationship/ awareness and more children inspired ● Bigger crowds ● Income from pitch and secondary spend exceeds running costs and sinking fund maintenance 	<ul style="list-style-type: none"> ● The pitch is heavily used, abused and insufficiently maintained ● Income is not as forecast i.e. fees and charges higher than the average £30 - £40 cost of other ATPs resulting in potential users continuing to hire the cheaper ATPs ● The sinking fund is not generated ● The pitch fails its 1-star accreditation after 5 or 6 years and the club has insufficient funds set aside to pay for a replacement ● Floodlights at 500 lux not fit for the community use purpose i.e. high electricity costs make the pitch hire charges too expensive

Example scenarios	Benefits	The positive outcomes	The long-term risks
<p>Conversion of 'stadium' pitch to Fifa 2-star 3G pitch</p>	<ul style="list-style-type: none"> ● Recommended 1,500 hours per annum usage time (30 hours a week) ● Ability to play senior and academy matches ● Training facility ● Some community bookings and other club hire 	<ul style="list-style-type: none"> ● Club saves money on pitch hire ● Improved coaching facility i.e. ability to train for longer, quality pitch surface for skill development, etc. ● More matches e.g. junior games not cancelled ● Hosting higher profile and European games ● Bigger crowds ● More children inspired 	<ul style="list-style-type: none"> ● The pitch is heavily used, abused and insufficiently maintained ● Income is not as forecast i.e. fees and charges higher than the average £30-£40 cost of other ATPs resulting in potential users continuing to hire the cheaper ATPs ● The sinking fund is not generated ● Higher maintenance costs ● Insufficient games to warrant a 2-star pitch ● The pitch fails its 2-star accreditation after 5 or 6 years and the club has insufficient funds set aside to pay for a replacement ● Floodlights at 500 lux not fit for the community use purpose i.e. high electricity costs make the pitch hire charges too expensive

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

Example scenarios	Benefits	The positive outcomes	The long-term risks
Development of a 3G pitch on own land	<ul style="list-style-type: none"> ● More hours of use ● Academy matches ● Increased training ● Community bookings ● Club hire 	<ul style="list-style-type: none"> ● Club saves money on pitch hire ● Improved coaching facility i.e. ability to train for longer, quality pitch surface for skill development, etc. ● Academy/junior matches not cancelled ● Better community relationship/ awareness and more children inspired ● Bigger crowds ● Income from pitch and secondary spend exceeds running costs and sinking fund maintenance ● Sinking fund can be saved over a much longer period – potentially 10 – 15 years ● Community use/hire on weekends, evenings and holidays ● No risk of failing FIFA test as not required for league games ● Grass stadium pitch is rested/better maintained and much higher quality surface – better play 	<ul style="list-style-type: none"> ● The pitch is heavily used/abused/ insufficiently maintained ● Income is not as forecast – fees and charges higher than the average £30-£40 cost of other ATPs resulting in potential users continuing to hire the cheaper ATPs ● The sinking fund is not generated ● A more expensive development with floodlights and fencing, etc.

Example scenarios	Benefits	The positive outcomes	The long-term risks
Development of 3G pitch on a shared site e.g. school or college	<ul style="list-style-type: none"> ● Academy matches ● Increased training ● School/college use 	<ul style="list-style-type: none"> ● Club saves money on pitch hire ● A much cheaper development (approx. £150k cheaper) if developed on an existing ATP ● Improved coaching facility i.e. ability to train for longer, quality pitch surface for skill development, etc ● Academy/junior matches not cancelled ● Replacement fund spread over a period of up to 15 years ● Better community relationship/ awareness and more children inspired ● All day curricular use with access also for First Team ● Some income generated but liability shared with school or college. The local authority may even replace the carpet following the initial capital investment ● No risk of failing FIFA test as not required for league games ● Grass stadium pitch is rested/better maintained and as a result, offers a much better quality surface ● Extends reach/profile of club 	<ul style="list-style-type: none"> ● Higher possibility of overuse/abuse of pitch ● Insufficient maintenance ● May not secure club 'ownership' for out of hours use/management ● No support facilities/secondary spend unless adjacent or close to the club ● Conflicts of interest ● Limited club income

LEGAL FRAMEWORK



The FAW has taken extensive advice on the legal agreements that need to be put in place with member clubs to support the application, funding and delivery process associated with the 3G investments. Detailed terms and conditions will be provided to any club making a formal application and support will be offered to clubs by the FAW as outlined in the ‘Assistance for applicants’ section of this document.

Some of the headline issues in terms of legal agreements are outlined below:

Security of tenure – a key element of the application requirement is the status of the land on which the 3G installation is proposed to be sited. A club may own the Freehold to the site but more likely is that the land is secured on a lease or the club holds a licence to use the facility. In the case of leasehold or licensed land, there will be a requirement for a minimum term of 20 years to be outstanding and any restrictions on its usage (for example, terms dictating that only the lease or licence holder can use the facility) will need to be clearly stated at the outset. Some leases may restrict an applicant’s ability to mortgage or build new or additional facilities on the site without the permission of the owner and this will also need to be reviewed in each case.

Funding status – it is advised that successful applicants will receive the funding in the form of a “grant.”

Payment conditions – there will be a number of conditions included in the legal contract to protect UEFA and the FAW’s interest in each project. These conditions will cover the timing of payment instalments, confirmation of funding paths (e.g. some stage payments may be made directly to the appointed installation contractors) and the requirement for verification of installation works prior to stage payments.

Security – clauses relating to the restriction on the sale of land and obligations to use the facility for duration of the grant term are likely to be included.

Maintenance agreements – there will be a number of maintenance clauses in the legal contract, including the club’s obligation to replace the “carpet” at an appropriate time and the establishment of a sinking fund (likely to be a third party escrow account or similar) to fund annual maintenance commitments.

ASSISTANCE FOR APPLICANTS



The FAW will be able to provide some assistance to member clubs during this process via the Football Development Officers assigned to each area. Officers will also signpost applicants to third parties who will be able to lend advice and expertise in specific areas. However, as the FAW will need to make the final decisions on the success of each individual application then a degree of impartiality needs to be observed and the member clubs will ultimately need to be responsible for the application and the quality of any supporting information provided.

This Applicant Pack provides information on the application process to member clubs. Member clubs will also receive an opportunity to attend a regional workshop to give applicants the opportunity to access one-to-one support and advice from FAW officers and specialist consultants. More information on the dates and times of these workshops will be made available.

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

Other resources available to member clubs include:

Business Wales

The business support arm of the Welsh Government has pledged its support for the FAW's strategic vision and has agreed to make resources available to provide business advice and assistance to applicants during this process. Business Wales runs a national helpline, various business centres across Wales and employs a range of business advisers, including specialist consultants, who could assist with business planning, securing third party funding or other areas of the application process. To find out more about Business Wales and the support available in your region visit www.business.wales.gov.uk



Sport Wales

Sport Wales is the national organisation responsible for increasing participation and improving performance in sport in Wales. The organisation can provide support via its football-specific and other regional development officers. This support includes advice on grant funding as well as links to other sport development contacts working within each region of Wales. To find out more about Sport Wales visit www.sportwales.org.uk

Local authorities

There are good examples of local authorities that have worked closely with sports clubs in Wales to provide support and funding for activities and staff that deliver wider community benefits. Member clubs should consider approaching education and/or economic development units within their own local authority area to establish the level of assistance that could be offered. Where 3G proposals involve local authority partners, it may be beneficial for the council to appoint a dedicated officer to manage the project and become the main point of contact for the applicant.

Specialist consultants

The FAW has engaged and worked with a number of specialist consultants during the development phases of this project and applicants may be able to access a limited amount of funded support from these individuals. Examples include Just Solutions (www.justsolutionsonline.co.uk) and GeoTurf (www.geo-turf.com).



3G4US

3G4US is an informal group of professional and semi-professional football clubs based in England and Scotland who are supportive of 3G synthetic pitches. The group has the following aims and may be able to offer some advice and assistance to Welsh clubs during this process:

- To exchange and share information concerning practical aspects of pitches, issues of maintenance, grant funding, loan funding, cost, renewal, testing, guarantees, law-suits, problems arising, etc.
- To provide information to other clubs on an ad-hoc basis, to arrange visits of facilities, to assist other clubs in making decisions as to whether to go down the road of installing a synthetic pitch
- To lobby for increased acceptance of 3G pitches for competitive matches played at the most senior level possible in Cup and League competitions throughout the UK
- To lobby and communicate to improve understanding in football circles of the positive technical qualities of 3G synthetic pitches, their playing quality and safety, etc.

DECISION-MAKING CRITERIA

The model below outlines the specific criteria against which applications and supporting business plans will be assessed. These will be assessed by an expert panel at the end of the process with particular emphasis being placed on the quality of the options appraisal carried out in each of the applicants' areas, the robustness of the business plan, the financial planning process, and whether the legal submission meets the approval of the FAW's legal advisers.

Decision criteria



Location of proposed development



Ownership structure (club & land)



Thorough options/collaborations appraisal



Finance and level of match funding available



Long-term sustainability



Wider community involvement/benefits



Appropriate planning permission or strategy



Timescale

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES



UEFA experts will also be consulted on key areas of the application process, especially proposals for usage and maintenance of the completed facilities. This will help ensure that any development meets the required standards.

Clubs should be aware that if 'Project 3G' does not secure significant partnership funding, the FAW may have to prioritise the projects it can support in the first instance. The FAW will therefore consider a number of factors to inform the phasing/roll-out of the funding programme. This will be the basis on which it invites clubs to proceed with their detailed business plans. This process will involve an assessment of the following factors:

- Initial local and technical feasibility and options appraisals – solutions to develop the club that suit the ground conditions/site that will work best
- Ability to raise partnership funds and proceed
- Realistic plans
- Informed design brief for pitch
- No outstanding fundamental issues e.g. foreseeable planning concerns, etc
- Possible priority selection criteria over and above readiness factors might be projects which demonstrate:
 - I. Different club models/scenarios
 - II. A balanced distribution of 3G pitches – targeting areas where there is a greater shortage of playing pitch provision
 - III. Impact – numbers of beneficiaries; target areas
 - IV. A mix of FIFA 1-star and some FIFA 2-star pitches (where less community use is needed to balance the business case).

TIMELINE



For all 3G developments that are proposed for completion before the start of the 2014-15 season, a full application will need to be received by the FAW during September 2013.

Depending on any requirement for additional supporting information, the FAW will endeavour to make a decision on a grant award by November 2013.

Successful applications will make up the Phase 1 projects funded by the scheme. Subsequent applications for projects involving the redevelopment of a club's main pitch will be considered as part of Phase 2 in September 2014. However, clubs that are preparing applications for 3G pitches on adjacent land or on land owned by a local partner are invited by the FAW before September 2014, as long as they are accompanied by a robust business plan.

APPX1: FAW 3G PROJECT APPLICATION FORM

Please complete the application form and enclose any supporting documents. An electronic copy of this form is contained on the USB stick enclosed within this pack.

1. Full legal name of club

2. Address of premises where the project will be carried out

Postcode:

3. Is the Applicant Club subject to the jurisdiction of the Football Association of Wales?

Yes

No

4. Is the Applicant Club the outright owner of the premises where the project will be carried out?

Yes [proceed to Q5]

No [proceed to Q4i]

If not, please complete the following:

(i) Please provide the full name and address of the owner of the premises:

Postcode:

(ii) Please provide evidence of the Applicant Club's right to use the premises (e.g. a copy of the Lease or Licence):

5. Are there any restrictions on the applicant's legal title (whether freehold or leasehold), which would prevent the installation of the 3G facility or any other structures, facilities or activities envisaged in the applicant's supporting business plan?

Yes [proceed to Q5 (i)]

No [proceed to Q6]

(i) What are the restrictions?

6. Is the applicant's legal title to the land currently mortgaged?

Yes

No

7. If the applicant's legal title is leasehold, is there any restriction in the lease on the applicant's ability to mortgage the lease (e.g. only with landlord's consent)?

Yes

No

If yes, please provide details:

8. Have you discussed the proposals with the Planning Authority?

Yes

No

9. Does the project require planning consent?

Yes [proceed to Q10]

No [proceed to Q11]

10. If yes, have you received planning consent?

Yes

No

PLEASE PROVIDE A COPY OF CONSENT IF THIS IS THE CASE.

11. Does the project require other consent (e.g. landlord's consent if property is leasehold, building regulations and/or drainage discharge)?

Yes

No

APPX2: APPLICATION FOR FUNDING CHECKLIST

Please tick the boxes below to indicate you have included the documents required and attach this to the full business plan.

The following highlights the information to be submitted with Appendix 1:

Copy of land registry document	<input type="checkbox"/>
Copy of lease and/or licence	<input type="checkbox"/>
Copy of consent	<input type="checkbox"/>

The following highlights the sections of the business plan required by the FAW:

Section 1: Executive Summary	<input type="checkbox"/>
Section 2: Club Details	<input type="checkbox"/>
Section 3: Operations Plan	<input type="checkbox"/>
Copy of planning permission	<input type="checkbox"/>
Section 4: Competitive Analysis	<input type="checkbox"/>
Section 5: Communication Strategy	<input type="checkbox"/>
Section 6: Club Development Plan	<input type="checkbox"/>
Programme of use of 3G pitch	<input type="checkbox"/>
Football Development Plan	<input type="checkbox"/>
Section 7: Staffing	<input type="checkbox"/>
Section 8: Financial Plan	<input type="checkbox"/>
Evidence of confirmed funding	<input type="checkbox"/>

It is likely that the FAW will request further information as part of this process and these may include the following:

- Feasibility study
- Drawings
- Specification
- Tender documents
- A minimum of three tenders
- A detailed planned maintenance programme.

Please note that the FAW will discuss the process in detail during the workshop.

APPX3: CLUB DEVELOPMENT PLAN TEMPLATE

Club Development Plan: [NAME OF CLUB]
Compiled by: [CLUB CONTACT POINT AND ROLE]
Date: [DATE e.g. September 2013 – 2016]

Mission Statement

Club Values

Blank area for Club Values.

Club Vision

Blank area for Club Vision.

Introduction and Background

SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

1 FAW Domestic Licence						
Aim						
Objectives						
1.1						
1.2						
1.3						
1.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
1.1						
1.2						
1.3						
1.4						

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

2 Quality Community Facilities						
Aim						
Objectives						
2.1						
2.2						
2.3						
2.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
2.1						
2.2						
2.3						
2.4						

3 FAW Licenced Academy Programme						
Aim						
Objectives						
3.1						
3.2						
3.3						
3.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
3.1						
3.2						
3.3						
3.4						

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

4 Community Programme						
Aim						
Objectives						
4.1						
4.2						
4.3						
4.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
4.1						
4.2						
4.3						
4.4						

5 Junior League HQ						
Aim						
Objectives						
5.1						
5.2						
5.3						
5.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
5.1						
5.2						
5.3						
5.4						

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

6 Centre for Education						
Aim						
Objectives						
6.1						
6.2						
6.3						
6.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
6.1						
6.2						
6.3						
6.4						

7 Governance						
Aim						
Objectives						
7.1						
7.2						
7.3						
7.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
7.1						
7.2						
7.3						
7.4						

MAKING WALES' 3G VISION A REALITY

JOINED-UP THINKING

THE FOOTBALL ASSOCIATION OF WALES

8 Workforce Development						
Aim						
Objectives						
8.1						
8.2						
8.3						
8.4						
Action Plan						
	Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Outcome
8.1						
8.2						
8.3						
8.4						

Your Teams												
	Current Season: 2013/14			Year 1: 2014/15			Year 2: 2015/16			Year 3: 2016/17		
No. of teams												
Type	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability
U7												
U8												
U9												
U10												
U11												
U12												
U13												
U14												
U15												
U16												
U17												
U18												
U19												
Reserves												
Senior												
Futsal												