



East Lancashire Football Development Association

Restoration of Woolridge Playing Fields and the College Playing Fields, Pleckgate, Blackburn

Full Business Plan 10

February 2017



Notice about content

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1. Project Overview



College Fields

Woolridge Playing Fields

- ❖ **£485,000 investment to create a new football hub**
- ❖ **Restoration of two adjacent playing fields with the establishment of seven football pitches**
- ❖ **Community Asset Transfer of local authority owned site to a newly established partnership between the three amateur leagues in Blackburn with Darwen (ELFDA)**
- ❖ **Consolidation of football pitch provision into a multi pitch hub for improved financial sustainability**
- ❖ **Unique football partnership involving, three amateur leagues, Blackburn with Darwen Council, Rovers Supporters' Trust and Blackburn Rovers FC**

Background

The East Lancashire Football Development Association (**ELFDA**) was created as a result of growing concern about both the poor condition, and insufficient quantity of football pitches in the area. Their aim is to work in partnership with Blackburn with Darwen Council (**BwD**) and other key stakeholders to find and deliver a solution that would ensure better maintenance and increased availability of pitches to meet the growing needs of grassroots football in Blackburn. Interestingly, BwD is an area bucking the trend in terms of football participation, with clear demand for more pitches that are of suitable quality.

The proposed project is to restore unused pitches, increasing provision aimed at helping deliver a much needed solution via an innovative asset transfer and football pitch provision development. The Woolridge and College Playing Fields are in a poor state of repair with no formal sport possible, they are currently mainly used for dog walking and littering.

The project will restore these redundant public spaces into active community assets by:

- ❖ Establishing 5 new pitches for the Woolridge Playing Fields
- ❖ Establishing 2 pitches for the College Playing Fields
- ❖ The pitches will be multi marked so that different pitch configurations can be used, which will bring the total marked pitch number up to nine

The sites are adjacent to each other with both having access to existing changing rooms and car parking provision that will continue to be maintained and managed by BwD.

The pitches would form the home for the East Lancashire Football (Youth) Alliance, with plans to hold 15 local league matches across the pitches every weekend during the season with additional usage by Blackburn Rovers Ladies FC on Saturdays. It would also host fixtures from the Accrington District Football League (**ADFL**) on Saturdays and the Saturday Football Combination, as well as summer football tournaments and pre-season friendlies. The pitches would provide valuable pitches for the adjacent primary school (St Gabriel's and Holy Souls) that currently has no access to a grass pitch. All of this would combine to an offering of over 700 matches every year, with a formal annual

play throughput of over 15,000 players in year 1. It would also be a site for informal recreation and sport available every day of the year.

The project is expected to cost in the region of £485,000 with the capital funding package consisting of grant aid, fundraising donations and a Community Share Offer.

The project is not only of value to the footballers and associated communities of BwD it is a project capable of wider replication nationally. It will provide valuable benchmarks for community ownership and maintenance of football pitches that can be utilised elsewhere. Amateur league associations are perhaps uniquely placed to own and maintain grassroots pitches, this project is putting this theory into practice with an innovative local solution to a national issue of grass roots football provision at a time of public sector austerity and severe pressures on public sector service provision.

The ELFDA has collectively been leading on football participation in Blackburn and East Lancashire for many years; perhaps it is now leading in the development of new methods of grassroots football pitch provision. The business plan sets out the case and rationale for the project.

FOOTBALL

Time to get down to serious business

Football group is officially recognised

By STEVE TINNISWOOD
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A GROUP formed to help improve amateur football in the area has taken a big step towards securing much-needed funding after it was officially recognised as a business.

The East Lancashire Football Development Association, made up of three amateur football leagues, is now a fully organised business and registered with company's house.

The ELFDA includes the Blackburn and District Combination, East Lancashire Football Alliance – which is one of the biggest junior leagues in Lancashire – and The Blackburn Sunday Football League.

The founding directors of the company are Craig Wilkinson, secretary while William Maynard has been named as chairman. All other committee members involved with the group will



be added in the next few days as company directors.

Since its formation, the ELFDA has been working closely with the Blackburn with Darwen Borough Council to look at ways of improving junior and senior football – but this is the most significant breakthrough yet.

"This accreditation will now send a clear message to partners, the public, and funders, that this is a professional and structured organisation and that we mean business in working with partners and other organisations to help attract investment for sports facilities in to the borough," said Maynard.

"It will also allow us to progress in the next step to go to the next stage of funding through SIBS (Social Impact Business) through the Community Asset and service grants www.sibgroup.org.uk.

"It will be a busy ending to the month for the group as we will meet potential Partners and investors to move the project to its next level.

The group has already received a pre-

feasibility study grant from The SIB Group for £9632 to carry out study work on possible grants for further investment in improving and creating new pitches for the borough.

As well as working alongside the council, the group has been working with the The Lancashire FA, Blackburn Rovers, Rovers Trust and Sporting Assets Limited who are assisting with the development of an asset management strategy where running costs can be more easily managed.

"We as a organisation are both pleased and excited as to the partnership being formed and in the short space of time by working together we have made massive strides," added Maynard. "We are very grateful to both Martin Eden and Graham Harris at Blackburn with Darwen Borough Council for the support they are giving the association enabling both parties to build a better future for local sports.

"Although at the moment this will hopefully benefit the grassroots footballers in the town the eventual aim is to attract funding for multi sports and improve facilities for all involved and by continuing to work together we can do this."



Bill Maynard is chairman of the ELFDA while Craig Wilkinson (left) has been named secretary of the group which has been officially recognised as a business

2. East Lancashire Football Development Association

ELFDA was formed in 2012 when the leagues came together because of the poor maintenance of local football pitches generally but local authority owned pitches specifically. Their aim is to work with the council to identify and develop solutions that will help expand the sport of football in the area plus improve the facilities used to deliver and offer football plus other sports.

The group was initially the Blackburn Football Development Group, but when formerly constituted changed to the ELFDA. It is now registered with the Financial Conduct Authority as a Community Benefit Society and with HMRC as an Exempt Charity.

A strong, functioning relationship has been developed with BwD in particular the Department for Culture, Leisure, Sport & Young People. The relationship has already led to pitch improvements at other sites and a method of early warning for forthcoming issues. The discussions and relationships developed have led to the current proposal of the proposed Community Asset Transfer and facility development.

During the development of BwD Playing Pitch Strategy ELFDA were consulted at all key stages of the process with their contribution recognised and their role was recognised in the strategy as being seen as central to the successful delivery of many of the football related recommendations.

The ELFDA is a collective of the:

- ❖ Blackburn Sunday League (Adult Sunday League)
- ❖ Blackburn Combination (Adult Saturday League)
- ❖ East Lancashire Football Alliance (Junior and Youth League)

The three leagues between them provide the majority of adult football played on Saturdays and Sundays in BwD with the East Lancashire Football Alliance (ELFA) providing the majority of junior and youth football in BwD and East Lancashire. Between the three associations they have over 350 teams, with this number increasing in recent years particularly the ELFA and have over 5,000 participating players. Add to this over 1,300 volunteers and the important role these associations play in both the sporting and civic life in their communities becomes very clear.

The leagues over the years have proven their strength and ability by providing players who have gone on to play at football league and premiership level, but their main success and role is to be valuable local delivery bodies of competitive community football plus community engagement.

The leagues all have long established links with their communities and schools whether it be through their clubs booking local training facilities on a weekly basis, links with charitable organisations where the individual leagues have ways of collecting funds to help local charities or providing opportunities for the youth in the area to play football, whether for fun or competitively. A good example is the Blackburn Sunday League, which in the past year it has contributed over £1,000 to two local charities through its annual charity trophy and their member clubs also getting involved. The leagues have very healthy links with local businesses demonstrating their ability to attract sponsors.

The leagues have many people with a wealth of experience on their management committees with various areas of knowledge and specialisms. These skills, experience and knowledge of the relevant

issues garnered over many years of volunteering for the leagues are most valuable when it comes to the proposed Community Asset Transfer and restoration of these playing fields.

- ❖ The Blackburn & District Football Combination records show they had a healthy league as early as 1938 / 1939
- ❖ The Blackburn Sunday League was formed in 1970
- ❖ The East Lancashire Football Alliance, formed in 2004, came into being when all the junior leagues in the area combined.

All three leagues encourage their clubs and players to play the game in the right spirit and are Football Association RESPECT league members.

- ❖ Blackburn Sunday Football League: 34 member teams, players 817.
- ❖ Blackburn Combination: 21 member teams, 778 Players.
- ❖ East Lancashire Football Alliance: member teams 292, players 3,500

Natural Progression

All three leagues are responsible for collecting fees for council owned pitches and managing booking on behalf of BwD. Each league arranges this by collecting half the pitch fees for the year at their pre-season meetings in August, with a full and final payment collected in January at the mid-season meeting. The leagues are then billed by the council in November and April for number of pitches used, in turn the council give the leagues discount for block booking due to the leagues collecting fees on their behalf and by block booking.

In many ways formal asset transfer of strategically important fields is the natural next step. They allocate pitches for fixtures, manage bookings and fees and have members that maintain pitches. They have shown themselves to be responsible, credible, and forward thinking. The support of BwD makes the project one that has every chance of success and to be seen as a forerunner of future playing field ownership and management in BwD and beyond.

Future Progression

ELFDA has plenty of potential to grow its asset ownership plus potentially a pitch maintenance enterprise and community football development programme. Progress has been made already in all of these additional objectives.

An initial option was to include a 3G as part of the project, however due to consultation with the local residents this was dropped from the project. ELFDA are now working with Our Lady's and St John Catholic School on the school's newly built floodlit 3G pitch. The tenure and responsibility sits with the school but ELFDA block book sessions, allowing them to increase their community football programmes and giving the school a guaranteed source of income.

During the first few years an external contractor will be used for pitch maintenance, however during subsequent years, if agreed, ELFDA will develop their capacity in this area via training by BRFC and plan to develop an enterprise maintaining other pitches including potentially council owned sites. It is an interesting proposal that would feel very much again like a natural progression.

The future opportunities are likely to include further asset transfers of local authority owned sites if this pilot project is deemed successful. ELFDA is well positioned to grow both its influence and asset portfolio in the short, medium and long term.

3. History of Woolridge and College Playing Fields

The two playing fields have a long history of amateur sports participation dating back to the 1960's.

The Woolridge Playing Field covers 37,400 square metres and has been in use for the football fraternity since the mid 1960's. The pitches were also used by the adjacent schools, St Gabriels and Holy Souls Primary and Pleckgate Comprehensive School.

The College Fields were once used by Blackburn College and St Gabriels Primary School for their PE during the week, and for Blackburn Northern's cricket teams during the summer months. When Blackburn Northern's cricket teams folded the fields were then leased to their Tennis section for an indoor Tennis centre. It has historically provided a full size football pitch but has capacity for a mini soccer pitch as well.

However, both sites have always had drainage issues; coupled with the fact that the Woolridge Fields has always required levelling. There were also some issues regarding a large gravity feed sewer tank that was installed under the Woolridge Playing Fields. The outcome of this installation was the fields becoming more even more un-level which was a major contribution to them becoming completely unplayable.

The proposal will make these fields fully functional again, providing an excellent base for the East Lancashire Football Alliance (Junior/youth football) as well as for individual teams plus some adult usage and informal recreation.

College Fields (September 2014)



Woolridge Playing Fields (September 2014)



4. The Issues of Local Authority Sports Pitch Provision

Public sector budgets are under extreme pressure as a result of central-government funding cuts, and restrictions on council's revenue raising possibilities. As a result, cost centres like playing fields that, whilst considered as assets, can more accurately be seen as liabilities for authorities, seeing as they incur annual costs for maintaining them to a standard fit for use (and thus revenue generation).

As a result, pitches such as this will be easier targets, politically speaking, for councils running out of options, leading to the loss of amenity for sport. Thus will be compounded by the potential asset value of land which could be deemed surplus to requirements, but whose sale could augment stretched budgets elsewhere.

A possible solution to ensure assets are not lost to alternative usage and remain in operation is for community groups to run the facilities sustainably outside of local authority control. That requires an ownership and management structure, which can better drive down costs, as well as increase revenues.

Experience in a variety of sectors – such as community retail and community pubs - demonstrates that community-led enterprise can be more viable than when either managed by the public or private sectors. Community ownership taps into goodwill that can lower costs through volunteer goodwill, and raise revenues through greater patronage and fundraising. There is also evidence that community-based groups can provide better quality facilities that in turn make the proposition better for users.

In that spirit, ELFDA was formed in 2012 when all amateur football leagues in the area came together because of the poor maintenance of council pitches. Their aims are to work with the council to identify funding to develop facilities to the highest standard to facilitate maximum participation in sport. The group is not only focused on facilities, but also aims to work with all its member clubs to identify funding for help with more coaches, and training for officials in skills such as first aid and other training that works to create the best possible environment to provide a quality experience for participants.

As an association of leagues established for mutual co-operative benefit, the group have already identified 'quick wins' to fund remedial repairs to the pitches early in the season. The council recognise the use of the development association by involving it in the new playing pitch strategy drawn up as a joint consultative document by all parties. Progress has been made in ensuring better quality council owned pitches since ELFDA started working in partnership with BwD.

5. Case Study: Eastwoodbury Lane Playing Fields, Southend on Sea, Essex

In 1981, Essex County Council transferred management of Eastwoodbury Lane Playing Fields to a community-based charity comprised of the Southend amateur football leagues who used the site as their base in playing matches, meetings and for administration. The Council had resolved to close the facilities due to the maintenance required in that financial year, as well ongoing revenue costs.

The group had to make the pitches suitable for sport to be played on them, as well as renovate dilapidated facilities, which had fallen into disrepair. They were able to do this in no small part to their own status as community-based volunteers. This enabled them to draw upon other volunteers who provided critical assistance for free, making the projects more affordable than they would otherwise had been were market rates to be paid.

The group took on responsibility for management of the site and its facilities of 4 pitches. They raised funds for and rebuilt a clubhouse with changing rooms and a function suite and meeting room, the latter two to provide extra revenue to support the site's 'whole life' viability. The changing facilities were built again in 2,000 to more modern standards, which also provided greater flexibility.

In addition to football, the volunteer-run charity that manages the facility also encouraged other non-football bodies to base their operations there, thus providing extra income. Whilst several have come and gone, there are long-term tenants to share the space, including a radio controlled car club who have permanent facilities on site, and a variety of local groups who regularly use the meeting and function spaces, including a local children's nursery.

The most recent accounts for the centre show:

	Year ending 30 June		
	2012	2013	2014
Income	£89,317	£88,985	£83,114
Expenditure	£91,402	£80,837	£89,469
Profit/(Loss)	(£2,085)	£8,148	(£6,355)
Reserves	£98,774	£106,922	£100,567

6. Project Detail

Developing the Proposition

The project is an alignment of the objectives of ELFDA to improve both the quality and quantity of grassroots football pitch provision in the area, with the delivery of the BwD Playing Pitch Strategy (PPS) that was published in May 2014. It will deliver a new hub primarily for junior/youth club football, weekly adult usage plus school and informal use.

It is intended as a pilot project to ascertain whether the asset transfer of current BwD owned pitches can help to address the issues, whilst offering a long term financial sustainable method of maintaining the pitches. If proven to be a sustainable method of pitch maintenance it could be replicated across the authority, whilst offering a model that could be applied elsewhere in England. It will also provide valuable data on pitch maintenance and management costs for football pitches owned by the community and specifically amateur leagues.

Good examples of community owned pitch provision do exist already. Eastwoodbury Lanes, Southend on Sea, Essex is one such example where three amateur leagues base both their administration and also a great deal of their fixtures at a site they collectively own. *(See Section 5: Case Study).*

Both the Woolridge and College Playing Fields are currently not used for any formal football, despite both sites historically offering multiple pitches for usage by both junior and adult teams. The ownership by the three amateur leagues via the ELFDA offers a model where sufficient usage can be largely guaranteed to offer the required income as the league's control the fixture allocation plus can ensure finals and tournaments are also based at the site.

Restoration of the Playing Fields and Associated Asset Transfer

The asset transfer of Woolridge and College playing fields is a natural progression for the ELFDA as they are already responsible for a large part of their possible future remit. They already take bookings, receive fees on behalf of BwD and maintain some grass pitches. They will continue these roles plus will take plus legal ownership and full financial management of the sites. However, they already manage their own finances with a long history of sustainability.

The following provides confidence for future financial sustainable ownership of the fields by the ELFDA:

- ❖ The guaranteed income by making the sites the hub of junior and youth football
- ❖ The consolidation of pitch provision into a large multi pitch site offers economies of scale benefits

Pitch Configuration

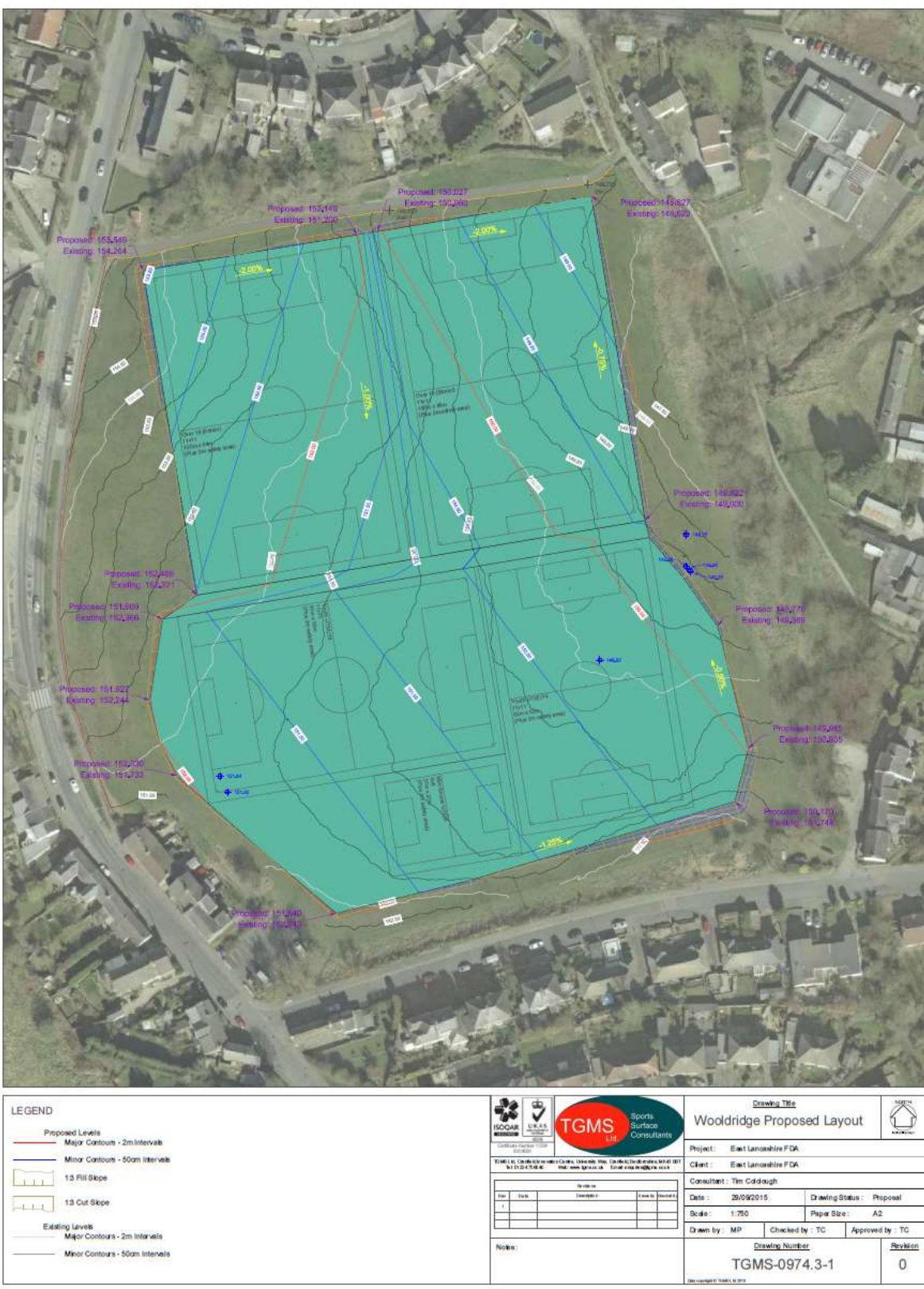
The image below provides the current proposed layout of pitches across the two sites:

- ❖ Woolridge Playing Fields: Five pitches comprised of one under 7/8's mini soccer pitch, one under 13/14's pitch, one under 15/16's pitch and two full size senior pitches; and
- ❖ College Playing Fields: One under 11/12's pitch and one under 13/14's pitch.

Imaging of College Proposed Layout



Imaging of Wooldridge Proposed Layout



The pitches will be multi marked so that different pitch configurations can be used, which will bring the total marked pitch number up to ten.

The tender process has now been completed via the Sport England Framework process and managed by sports turf consultants TGMS. The total costs are now £485,000.

A maintenance programme has been developed by TGMS with all costs incorporated into the financial model.

Partnership Approach

The proposal is based upon a clear partnership approach. The internal partnership that it is envisaged will take legal ownership is ELFDA. It is envisaged both BwD and the Lancashire County FA will form long term partnerships with ELFDA to ensure on-going specialist support and the opportunity to base some of these organisations football participation programmes at the site.

The inclusion of the BRFC demonstrates the comprehensive support of the Blackburn football fraternity. The project costs include the purchase of all required maintenance equipment, which supports ELFDA's objective to develop a method of internal provision in the medium term once the initial formative years have passed.

The project team includes the ELFDA, officers from BwD, Lancashire County FA, Blackburn Rovers FC, plus Sporting Assets.

7. Project Timeline

The pre-feasibility study was concluded towards the end of September 2014. The study produced recommendations for the pitch configuration, capital costs and funding mix and assessed the financial sustainability of the proposal. In addition, it provided capacity building support to ELFDA, a skills audit, Board Member Training and incorporated the group as a Company Limited by Guarantee.

The second phase began in January 2015. It is largely concerned with producing a full financial model and associated business plan plus securing the majority of grant aid. The grants secured are now over £434,000.

- Power to Change: £200,000
- BwD: £98,000
- Sport England: £90,000
- Big Potential: £46,544

The pitch works started in mid-2016, and are currently forecast to be finished by June 2017. Maintenance will start onsite in July 2017, and the pitches will be ready for use for the first winter season matches in September 2017.

8. Project Partners



Sporting Assets

Sporting Assets builds sports communities by helping people develop and own the places where they play sport. From playing fields to angling lakes, stadia to swimming pools, Sporting Assets assists sport communities protect, finance, acquire and manage their local sporting assets. It is an approved provider for both SIB Impact Readiness Fund and the Big Potential Social Investment Fund.

Specialising in providing a bespoke service to help groups build sustainable social enterprises around sporting activities, community engagement and local sporting assets. Whether the project is focussed on a community asset transfer, securing finance (grants, equity, loans or donations), sports development, facility development or just improving an enterprise's performance, Sporting Assets provides a tailor made programme of support and detailed, practical, expert advice.

Their role in this project was to lead on the initial feasibility study to assess the case for the proposal, providing additional strategic and project management support. On the successful completion of the pre-feasibility study they will help with the delivery to the construction phase. The role will include business planning, development support and securing the necessary capital to fund the project.

Community Shares Company



The Community Shares Company specialises in raising capital for community enterprises, assisting in legal preparatory work, consultation, business planning, marketing and offer document production. Their Director is Dave Boyle, who was formerly CEO of Supporters Direct and is now a writer and consultant in the field of co-operative and community enterprise. They worked on the successful community share offers at Lewes FC, Hastings Pier, Exeter Street Hall and Bevendean Community Pub, which have collectively raised over £1m.

TGMS Limited Pitch Consultants

TGMS Limited is one of the country's leading consultancy practices specialising in the design, specification and project management for the construction of natural turf sports surfaces

Lancashire County FA

The Lancashire County Football Association (LCFA) was formed in 1878. It runs a number of cup competitions for the county at various levels and is the lead organisation for football development in the county. They are also responsible for the governance at all levels in the County.

The LCFA are supporting the ELFDA on the development of the proposed project, helping ensure it fits with both national development and facilities strategies for football.



Blackburn Rovers FC

Blackburn Rovers FC are a professional football club that participate in the Football League Championship, which is the second tier of the English National League System. The club was established in 1875, becoming a founding member of The Football League in 1888.

Rovers Trust



The Blackburn Rovers Supporters Trust is a Community Benefit Society with a remit to develop links between their football club and the associated communities. The project is perfectly aligned with their objects as this involves the local community and the football club.

The Rovers Trust currently has over 1,000 members and represents a fan base of over 20,000. Their role has been one of encouragement and signposting but will take an active role in the fundraising.

9. Other Projects

ELFDA are also developing other projects that if successfully implemented will enhance their financial performance and sustainability plus their social impact.

Summer Football Leagues

ELFDA have identified the need for organised football leagues during the summer months starting in May and playing through until August. In recent years there has been a call especially for junior football to change to playing football in summer months. It could prove beneficial in that playing pitches would be in better condition allowing younger players to develop their technical skills, and furthermore playing in better weather conditions. They can also make use of under-utilised artificial grass pitches during the summer, including the 3G AGP at Our Lady's and St John Catholic school.

The age groups will range from under 7 through to open age football. It could include an under 19's and under 21's league to help the transition to adult football. Young players develop both physically and mentally at vary levels at this age and a gradual step up will potentially help to stop some of the fall out of the game as is happening with some young players at present. Within the summer league set up ELFDA will be looking to help develop the girls and ladies game.

Demand

Football in the area especially at junior level is growing and should increase further when Summer League football commences. Many clubs continue playing in the summer months such as in tournaments that are held. However, with costs and travel for tournaments, that are not often local, can reduce the number of teams or age groups that enter. The cost of playing regular league football at a more affordable cost will allow more children to continue playing.

Early indications suggest around 72 teams from under 7 to under 21 playing six different age groups, with 12 teams to each age group with a further 12 teams beyond this age group.

Summer football for all ages was organised in Blackburn some 10 years ago, which was very well subscribed but the league failed because of poor administration. ELFDA are now putting in place a more organised structure, which would be affiliated to the Lancashire Football Association, and furthermore would be organised and controlled under the ELFDA umbrella.

The leagues are planned to commence in the Winter of 2017. Initial forecasts are included in the Financial Model.

Our Lady's and St John Catholic School 3G/AGP Project

ELFDA are working in partnership with the school on their newly converted 3G pitch. The tenure remains with the school but ELFDA will get access to it several evenings each week and at weekends. BwD Education Department funded a significant minority of the costs with the majority funded by the Football Foundation.

The school is located in a ward that is in the top 2% of the IMD deprivation index, therefore offers a quality sports facility to a deprived area.

Pitch Maintenance Enterprise

During the first few years an external contractor will be used for pitch maintenance, however the medium term ambition is to train up an in-house apprentice or employ a groundsman to provide this service. In the long term this could grow to service additional pitches in the area, which would establish an additional revenue stream for ELFDA. We have already identified additional sites in Pleckgate and Pleasington which are at risk of deterioration, and have discussed the possibility of ELFDA taking ownership of and maintaining these sites with the Council.

10. Strategic Case for Funding

The project has a very strong strategic case from a variety of angles; national, local authority and local sporting communities providing an excellent rationale for the project.

National Case

The FA's National Facilities and Investment Manager stated in his letter of support that:

"The grassroots game in England is heavily reliant on the continued support of the public sector and at a time when subsidy is under pressure, it is essential that consideration be given to the development of alternative models of delivery at a local level. Such models should always be developed in partnership with the local authority and The FA who will be able to advise regarding specific proposals".

The proposed project provides a pilot for an alternative model of delivery that is being developed in partnership with BwD. The application of amateur leagues as the recipient of the transfer of playing fields offers excellent potential due to:

- ❖ Their ability to programme fixtures at sites ensuring that sufficient matches can be played to produce the required turnover
- ❖ Their membership is comprised of the local teams, producing various benefits but not least a source of knowledge, expertise, volunteers and fundraising ability
- ❖ Ability to encourage their member clubs to use pitches for tournaments and other usages

Specifically related to this project ELFDA have experience of taking bookings and fees plus pitch maintenance management. It makes the project a pilot project that is capable of wider replication potentially national. The case study of Eastwoodbury Lane, Southend, Essex demonstrates it can work, an example driven by necessity when local authority cuts put the facility at risk. This project has a similar driver for it but also has the benefit of national benchmarks plus national and local strategies to help develop the model and operations.

The Sport England Active People Survey 7 recognised the potential growth in sports participation for BwD, identifying 17% potential growth based on the number of people that would like to play football. The development of these proposed new pitches would provide much of the required increased pitch capacity to service this demand.

An additional national case for support is that historically BwD authority has been under funded in comparison to other areas, it is therefore seen as one of the priority authorities for national lottery funding provided by Sport England. Despite the project not being located within a top 20% ward according to the IMD statistical ratings, BwD is the 17th most deprived authority in England. The project will deliver to users from many BwD wards that are in the top 20% as it will form a hub for youth football throughout the area.

Local Authority Case

BwD are no exception in relation to issues regarding limited finances to maintain their recreational football pitches to a suitable standard. Long standing concern with this issue led to the establishment of the ELFDA, with an objective to work with their local authority to deliver a long

term sustainable solution. The project is a pilot to help understand whether their ownership and management of local playing fields can be such a solution.

In May 2014 BwD published their Playing Pitch Strategy, produced by Neil Allen and Associates. It raised a variety of issues for football pitches and a series of recommendations, many of which this project is aligned. A published Playing Pitch Strategy is a pre-requisite for both Sport England and the Football Foundation to justify a case for grant aid to support the improvement of football pitches.

BwD Playing Pitch Strategy recommendations aligned with the project:

- ❖ Both the current increase in football participation plus the expected population growth in BwD produces a general need for more football pitches
- ❖ The growth of junior football teams recently plus the predicted continued growth provides a specific need for more junior/youth pitches with no current spare capacity.
- ❖ The need to develop more multi pitch sites, rather than single pitch sites to aid financial sustainability via economies of scale
- ❖ The re-establishment of former sites of local football provision, specifically identifying Woolridge Playing Fields
- ❖ The potential of the Blackburn Football Development Group (now the ELFDA) to assist and/or lead on the delivery of many of the recommendations
- ❖ Community Asset Transfer of playing fields should be offered if the conditions are appropriate

Local Case

The two playing fields once offered both informal and formal football participation opportunities for the local area, which have now been lost and not replaced. In addition, the adjacent primary school, St Gabriels and Holy Souls, currently have no access to grass pitch provision. The restoration of these fields will address these issues.

ELFDA itself is a locally controlled community organisation that has shown itself to be a credible and productive source for football in the area. Their current impact is limited by a lack of control over the quality and availability of suitable football pitches. One of the Playing Pitch Strategy's recommendations was the ELFDA should have a remit to help increase football participation in BwD. The transfer of the fields with the restoration of pitches for the area will increase their ability to have positive impact upon football participation. It will also provide an excellent pilot project to assess how extensive their pitch ownership portfolio could become and whether they can offer a sustainable solution to local football pitch provision.

The establishment of a hub for youth football for BwD as well as additional adult football based in Pleckgate would provide tangible and substantial community benefit for the local communities. This is a proposal that has the support of the local amateur leagues plus their member clubs and the wider community.

11. Market Analysis

The strategic case section provides unquestionable demand for both better quality and an increased number of pitches within BwD, specifically for youth football. The proposal has been developed to help satisfy the demand for more pitches of this kind. The market for football in BwD is clearly growing as demonstrated by the Sport England Active People Survey, the BwD Playing Pitch Strategy and The FA's Football Participation Report for BwD that showed increased football participation in the area. The demand for the case is very well demonstrated.

The question that the pre-feasibility considered to some extent related to the supply of pitches. Specifically the continued, sustainable supply of pitches in the area in a period of public sector pressures on their budget making future expenditure on sports pitch provision more difficult.

The analysis considered the following questions

- ❖ Can ELFDA raise the required amount of capital to deliver the proposed new pitches on the Woolridge and College Fields?
- ❖ Can they manage and maintain these pitches in a financially sustainable manner for both the short and long term?
- ❖ Does ELFDA have the capacity to manage, maintain and own the identified fields?

The key is whether an innovative solution can be secured with the costs of community ownership of these pitches is low enough to be covered by the expected turnover from pitch hire and any other use of these fields.

The benchmarking of football pitch maintenance costs is still in an embryonic stage so no published research is yet available. However initial findings suggest a national average of about £2,500 per annum for a mini soccer pitch and between £2,500 and £4,300 for full size pitches. There is considered to be some regional variances with costs for the North West of England to be less than the national average.

The forecast labour maintenance costs for these playing fields is circa £1,700 per pitch plus costed materials. Beyond the initial three years the revenue forecasts suggest ELFDA can employ a part time groundsman. It is hoped the role will be full time due to securing maintenance contracts of other sites or having a larger portfolio of pitches under their ownership and management.

The market analysis suggests clear demand with an innovative form of supply by an organisation, ELFDA, who have the competencies and ambition to manage the sites sustainably for the long term enjoyment of the local and sporting communities.

12. Monitoring and Evaluation Framework

ELFDA Monitoring and Evaluation Framework

In order to measure and evaluate the success of this programme, Substance were engaged. Substance is a market leader in helping organisations develop their theories of change and measure their impact. They identified a number of key outcomes through analysis of the project documentation and through an in-depth interview with Bill Maynard, Chair of ELFDA. For each of these outcomes, potential measures are provided and targets identified where available in the table below.

Outcome Area 1: Pitches

ELFDA seeks to develop seven professional level surfaces at the two currently unused playing fields at College and Woolridge, with two and five pitches established at each site respectively. The sites are adjacent to each other and both have access to changing rooms and car parking facilities that will continue to be managed by BwD. In addition to this project, ELFDA are working with Our Lady's and St John Catholic schools on their new floodlit 3G playing surface, which was operational in September 2016. BwD Education Department funded a significant minority of the costs, with the majority funded by the Football Foundation. As the school is located in an area within the top 2% IMD deprivation index, ELFDA hope the development will provide new sporting opportunities to disadvantaged young people and adults in the area. ELFDA provide block bookings for the site, which guarantees the school a source of income and guarantees ELFDA use of the site.

In order to ensure continued maintenance of the facilities, ELFDA are planning to establish a partnership with Blackburn Rovers FC (BRFC). ELFDA are also interested in taking on an apprentice to train with the maintenance team at BRFC, allowing them to establish their own maintenance provision potentially building into an enterprise maintaining other pitches including potentially council owned sites. This long term plan would allow for the reach of ELFDA in ensuring high quality playing surfaces to be extended whilst creating new opportunities for generating income.

Performance in these areas can be measured and monitored through consistent record keeping by ELFDA board members and maintenance staff. Quality of pitches can be also be monitored through consultations with players and/or teams, allowing those that use the facilities to feed back on their requirements and suggestions.

Outcome Area 2: A Hub for Youth Football

ELFDA have set an ambitious goal of recruiting 10 new teams each year as the facilities provide greater accessibility to a wider range of young people and adults. A number of key directors are involved in the biggest youth league in the East Lancashire Junior Football Association and have insight on the requirements for youth football. In addition to developing a pricing structure in line with BwD council pitches (these prices are agreed by the users) despite offering a higher quality provision, ELFDA will seek out sponsorship and funding to provide some free and/or subsidised football.

Outcome Area 3: Participation

Targets have been set for increasing the numbers of men, women and disabled participants over a five year period. Alongside these targets, ELFDA will establish a veterans' 11-a-side league and an ELFDA summer league for adults. Although no specific targets have been set, ELFDA also aims to

attract high proportions of young offenders to participate, introducing those young people to the opportunities for increased confidence that participation in football can offer. A member on the board of directors has experience in addressing issues of social inclusion through sports provision, and opening up pathways for these individuals to participate in a more professional capacity with the sport.

“These teams have shot up throughout the country. We’ve got 13 teams that have recently been established. There’s a difference in their life now, they’ve been given another chance in society and their appreciative of it. When you look at football and sport, these people are sometimes left out and I think the way the world is now, we’ve all got a responsibility to give these people a chance” (Bill Maynard, Chair of ELFDA)

Monitoring the diversity of participants and recording player progression (self-esteem, wellbeing, or performance in the sport) may require more specific research skills. ELFDA have some experience conducting surveys and feedback sessions with participants and have expressed an interest in engaging other approaches such as case studies should it be required.

Outcome Area 4: Raising Standards and Addressing Abusive Behaviour

ELFDA plans to work with the Respect programme, established by the FA to address unacceptable behaviour in football - on and off the pitch. A number of tools are available to clubs from the FA including agreed codes of conduct, training for Referees, club packs and sideline barriers. The scheme also seeks to reach out to parents involved in grassroots football to set a positive example for young people, ensuring that a supportive environment is created where young people can enjoy playing the game with their friends while developing their skills. ELFDA have not established targets for distributing information about the programme or establishing a presence for the material at their sites.

Outcome Area 5: Training and Education

In addition to the opportunities that can be offered through sports participation itself, ELFDA have outcomes associated with training people with the skills to be involved in the running of the football provision, but have not set specific targets:

“We need players to play the game, we need better coaches, and we need administrators and referees - without these we wouldn’t be able to have organised football. We need to improve and we are looking at providing better coaches but more importantly we’re looking from within our own clubs to promote these coaches and take them forward with the training they need.” (Bill Maynard)

In monitoring these outcomes it will be necessary to collect records of attendance and participation in courses, alongside details of any qualifications achieved.

Outcome Area 6: Financial Sustainability

The ELFDA business plan has outlined required start-up costs and break even targets. Operating profit has been identified in Years 1, 2 and 3 with the potential for additional saving through an in-house maintenance team. These funds will help to develop a ring-fenced reserve, ensuring most unexpected costs can be met.

Outcome Area 7: Good Governance

As a community benefit society Exempt Charity, ELFDA will be required to feedback to its members within an annual report plus report to the FCA and HMRC. There will also be opportunities for members to take a greater role in the management of the association with board positions created to allow new people to participate at that level. Using the Coop's good governance criteria as a framework, ELFDA will be required to develop specific targets on engaging with members and providing opportunities for training and development.

Outcome Area 8: Develop Asset Transfers

Although ELFDA do not currently have targets identified around asset transfers beyond the initial seven pitches, there is scope to increase their provision through the acquisition of additional pitches from BwD when appropriate.

Evaluation Framework

The table in Appendix 1 summarises the key outcome areas, and specific outcomes proposed, targets that have been set (where known) and suggestions about how these might be evidenced.

In doing this ELFDA will have to establish a monitoring system and processes to record data as well as an means of evidencing those outputs and reporting outcomes. A starting point for identifying such as system could be the Inspiring Impact project's Impact Hub (<http://inspiringimpact.org/listings/>) which is a one stop shop for evaluation systems for the voluntary and community sector.

13. Programme of Use / Participation

A programme of use has been determined. Due to the three members of the ELFDA being local league associations a great deal of confidence can be provided by their initial usage projects. Essentially because they can ensure sufficient numbers of league fixtures are played to ensure target revenue figures are reached. Due to their direct communication with over 350 local amateur teams they can also encourage friendly fixtures during the summer as well as football tournaments to be held at the sites. In addition, during the summer when most playing fields cannot provide formal football due to cricket these pitches will still be available.

Their headline usage is broken down into a 30 week football season and the summer periods:

Winter Usage

- ❖ Saturdays: One match per pitch minimum – 9 matches each week or alternatively usage by BRFC Ladies and Girl's teams
- ❖ Sundays: 15 matches each week

Summer Usage

- ❖ Six weeks of fixtures with four matches per pitch – 20 matches each week

The majority of use will be junior football, which allows greater usage of the pitches than if it were for adult use. The maintenance programme will reflect the needs generated by this level of match play. In addition the Primary School, St Gabriels and Holy Souls, will have access for PE and matches. There will also be availability for training and informal community usage.

In terms of throughput an estimate of formal sport participation would be over 15,000 per annum.

14. SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> ❖ Control of fixtures by member league associations ❖ Experience of facility management, bookings and pitch maintenance ❖ Credible organisation ❖ Clear demand for more pitch provision ❖ All stakeholders involved ❖ ELFDA experienced board with a string skills base relevant to the project ❖ Connections to main constituent, local football clubs ❖ Non for profit and charitable status ❖ ELFDA and project's inclusion in the BwD Playing Pitch Strategy 	<p>Weaknesses</p> <ul style="list-style-type: none"> ❖ Recently established organisation (ELFDA) ❖ Reliance on volunteer workforce for project's development ❖ ELFDA as an organisation has no asset ownership experience ❖ Very male and football orientated
<p>Opportunities</p> <ul style="list-style-type: none"> ❖ To be seen as innovative project capable of wider replication ❖ To help drive increased football participation in BwD ❖ To help deliver elements of the BwD Playing Pitch Strategy ❖ To develop the ELFDA into a strong social enterprise ❖ Potential utilisation of good will towards organisation and as individuals ❖ Development of long term strategy for local community sports 	<p>Threats</p> <ul style="list-style-type: none"> ❖ Risk of financial under performance ❖ Poor weather disrupting the usage

15. Risks and Mitigation

A project of this nature has inherent risks associated to it, as it is a pilot project with an objective to provide a replicable model to address an issue that is prevalent nationally; the maintenance of grassroots football pitches. In this case there are two distinct phases; raising the capital and managing the sites in a sustainable manner. The second phase's success or failure is not going to be answered in the short term. The key is for the pitches to be in operation for current and also for future generations to enjoy.

However, the initial years of operation will help to understand whether this model of ownership offers potential for wider application. The project will provide rich and current data on the maintenance costs for pitches when controlled by a community organisation.

Raising the Capital

All capital funding is now confirmed.

Income Performance

A good level of the forecast income is very reliable (circa £25k per annum). The reasoning for that is the members of the ELFDA are the three amateur football leagues; as a result they allocate fixtures to pitches. Therefore all projected match usage for the 30 week season is assured. In addition, the proposed friendlies are also reliable forecasts as teams have already expressed a willingness to use these proposed pitches.

The additional revenue derived from tournaments, fundraising and external hire is based upon previous experience and kept on the conservative side in terms of estimates. There is a high level of confidence that the income will be higher than currently forecast.

Expenditure Forecasts

The bulk of the stated expenditure relates to the maintenance of the pitches, including labour and materials.

The key to the initial feasibility was to provide confidence that the pitches could be maintained from the forecast income. The subsequent development work has provided a maintenance schedule, produced by a specialist turf company, TGMS. The maintenance materials are now costed and included in the financial model with sufficient expenditure to cover either a part time groundsman or an external contract.

Asset Transfer

BwD have approved the full business plan, with a lease approved by all stakeholders that will provide tenure of 25 years.

16. Directors

Bill Maynard: Chairman, E.L.F.D.A.

Bill is the Fixtures and Secretary for the Blackburn Sunday Football League. In 1990 he became a committee member of the Blackburn Sunday League and has taken various roles ever since. He was given a special reward from Blackburn with Darwen Sports Council for his 40 years of service to local football. In 2012 he led the establishment of the group, now the ELFDA. Although now retired he was a full time Branch secretary of the Post Office workers union which has given him strong leadership skills.

Craig Wilkinson, Secretary

Craig is the secretary of the East Lancashire Football Alliance, which is the largest junior football league in the area catering for over 250 teams and with approximately 2,500 players ranging in age groups from under seven to under eighteen.

Craig skills as a Retail Manager in a large £10 million pound turnover operation cover managing change, managing finance and customer relations.

Craig will be responsible for the programming of matches on the pitches.

Francis Riley, Finance

Frank played in local amateur football for 30 years, and has been involved in club administration since 1970 when he became Treasurer of the Blackburn Sunday Football League, a position he still holds.

Frank has now taken responsibility for the financial management of the ELFDA, with a central role in the development of the financial model for the proposed asset transfer.

Peter Thornton, Communications

Peter is responsible for the PR for the ELFDA due to his career as a freelance writer and has a degree in Communications. Professionally he has worked extensively on sport related issues, including producing the video for the 2002 Commonwealth Games in Manchester. He has run his own company called Inside Write since 1988, which in addition has interests in sports advertising.

He has been active in local sports for many years, including a member of the Lancashire FA's Welfare Group and produced numerous local football development plans. In 2011 he won the Lancashire FA's Volunteer of the Year Award.

Bill Markham, (Purchasing Director)

Bill has been the Secretary of the Blackburn & District Football Combination since 2003, having been involved both in the referees association and local football administration since 1986. He is an accomplished fundraiser and has organised many local events over the years, including annual sportsman dinners. He has been recognised several times for his contribution to local sports, including the Lancashire Telegraph Grass Roots Heroes Lifetime Achievement Award and also the Lancashire FA's Order of Merit. Bill has strong business related skills from his employment as a manager of a fuel distribution depot, managing facilities with million pound plus turnovers.

Bill will manage any contracts associated with the maintenance.

Colin Brindle (Operation's Director)

Colin began as a Referee on Blackburn Combination in 1969 when he joined Blackburn Referees Association, of which he later served as Chairman and President. Colin has been the Chairman of the Blackburn & District Football Combination since 2012/13. He received a Distinguished Service award for local football in 1991 and in 2009 an award from the sports council for his contribution to local sport. He has been involved in local sports administration since 1969. Colin was a well-respected businessman in the town owning his own electrical shop until his retirement.

Colin will oversee the maintenance of the pitches.

Geoff Wilkinson

Geoff is well known in grassroots football and is currently secretary of the Blackburn Sunday football league, as well as a coach with Junior Gardeners football club in Darwen, Geoff is also heads up the Social inclusion section of grassroots football and was instrumental in that section being awarded £50,000 funding grant to further help the development of Social inclusion football.

Harry Scott

Harry has been a long-standing committee member of the Blackburn Sunday League for many years, undertaking many roles. In 2013 he was awarded a long service award from the league. He has also managed and run amateur teams, with a working knowledge of both clubs, league administration and pitch booking and management.

17. Board Skills and Skills Audit

The existing Board have undertaken a skills audit, examining the current levels of skill and experiences of the committee. The findings were:

- ❖ The committee as a whole has a great deal of experience of collective-decision making bodies. The majority is through sports club management committees, but across the Board as a whole, they have experience drawn from time spent on school governing bodies, company boards, senior management bodies in private and public sectors and voluntary community groups. They have a combined amount of service of over 70 years.
- ❖ As a result, they have both a strong shared experience of sports club management and also a diversity of other governance cultures and situations.
- ❖ Helpfully, committee members report their experience to have been overwhelmingly positive, with all members having had very positive experiences.

Skills Audit

The group were asked to assess their professional and voluntary experience (and their confidence) in 8 key areas where the new board will be expected to display broad competence, each row is a Director's assessment of their expertise, from no expertise, to a great deal of expertise.

Financial Mgmt	Strategic Planning	External Liaison	Internal Liaison	Communications	Staff Monitoring	Managing Assets	Compliance

**Darker green represents strong levels of relevant experience, darker red no experience with yellow denoting some experience*

As can be seen, in every competence, there are a majority of Directors with expertise in every area, meaning in its core areas, the Board will not be reliant on one or two people to guide its thinking.

As important as individual and collective skills are the key behaviours conducive to successful working as a board. Directors were then asked to identify which factors had contributed to positive and negative experiences of bodies similar to the Board of Directors they will be part of.

There was a high degree of agreement over what factors had been central to successful and unsuccessful experiences. As a result, there is an excellent degree of unity regarding what might be considered 'good behaviour' and 'bad behaviour', formed out of practical experience (as opposed to theoretical experience (and opposed to 'theoretical' appreciation') of the positive and negative impacts of such behaviours.

18. Operations Structure

ELFDA as an organisation is still in its infancy but the experience of the board is extensive and very well related to the knowledge required to own and manage these fields.

ELFDA have recently moved into an office with their chair operating as a full time volunteer and project manager for the initial project. The base and office availability will greatly aid their development during the initial few start up years.

The effective management of the fields has three main functions; maintenance, financial management and the programme of use that includes allocating fixtures to the pitches and taking bookings. All of these functions will be overseen by the ELFDA Chair, Bill Maynard initially, but the financial model includes provision for part time finance and administration support once the pitches are in usage.

Craig Wilkinson will lead on the allocation of matches on the two fields, working closely with representatives from the two adult leagues. As the representative from the ELYA whose usage will form the bulk of the pitches programming plus his previous experience in the area there is good logic to this appointment.

Bill Markham, the Purchasing Director will oversee the maintenance contract and manage all associated relationships.

Colin Brindle, the Operation's Director will take responsibility for the actual maintenance providing quality assurance. He will work closely with Bill Markham who manages the contracts.

The growth of the business into a summer league and a potential maintenance business will produce a more complex operations structure that would benefit from additional staff. However, in the short term there is a good level of confidence in the proposed operations structure.

19. Maintenance Programme

The maintenance is the key element of the operational side of the proposal, it is also the issue that has driven the development of the ELFDA itself and the proposed project. There are key actions that are required to play football, such as the grass cutting and line marking but without a comprehensive and quality assured broader maintenance regime the longevity of these pitches would be questionable.

For the first few years an external maintenance provide will be used, to ensure that the pitches are maintained to a high standard from the start and there is a successful transition from the pitch works contractor. As noted earlier, the medium term plan is to employ a groundsman or train up an apprentice in partnership with Blackburn Rovers FC. The long term ambition is to expand the maintenance business to other locations as an additional revenue stream.

The initial contractor has been agreed in principle as Botanical. Botanical provide grounds maintenance services across the North West of England, and offer a full and diverse range of services. The maintenance was programme was tendered to various providers, with Botanical providing a cost effective but high quality and comprehensive proposal.

The maintenance programme was provided by TGMS, a turf advisory consultancy. The financial model and operational programme has been derived from this schedule.

AGRONOMIC MAINTENANCE

Item	Description	Area (m ² , for info)	Unit	Number
B1	Mowing	37,400	Nr	25
B2	Fertiliser (15:5:15, inc 50% controlled release N)	37,400	Nr	3
B3	Herbicide	37,400	Nr	1
B4	Overseeding	37,400	Nr	1
B5	Sand top dressing	37,400	tonnes	300
B6	Verti-draining	37,400	Nr	2
B7	Pitch marking	37,400	Nr	25
B8	Divot repair	37,400	Nr	15
B9	Goal mouth repair (fork, rootzone and seed)	37,400	Item	1

The costs also include:

- 300 tonnes of sand will be applied to the site per annum
- Line marking will require 33 x 5 5 litre tubs
- 20 litres of selective weed killer
- 150 kgs of grass seed
- 1000 litres of red diesel

20. Financial Information

Capital Costs and Partnership Funding Mix

Sources of Capital

Sport England	£90,000
Power to Change	£200,000
BwD Contribution	£98,000
Big Potential	£46,544
Community Share Offer	£50,000
Total	£484,544

Uses of Funds

Pitch Works	£349,925
Professional Fees	£56,594
Football equipment	£19,945
Maintenance equipment	£18,734
Working capital	£39,346
Total	£484,544

These figures are based on capital cost quotes from contractors, letters of support and initial discussions with potential funders.

Table 1 – Draft Operating Profit

	Year to 31-May-18	Year to 31-May-19	Year to 31-May-20
Operating Income			
Adult Summer	-	3,310	3,409
Junior Summer	-	3,183	3,278
Adult Winter	-	-	3,606
Junior Winter	15,738	16,211	16,697
Blackburn Rovers Ladies FC Winter	6,695	6,896	7,103
Tournament Hire	2,575	2,652	2,732
Fundraising	5,150	5,305	5,464
Summer League income	1,799	1,853	1,909
AHF training	3,605	3,713	3,825
<i>Total operating income</i>	<u>35,563</u>	<u>43,122</u>	<u>48,022</u>
Operating expenditure			
Maintenance Contract / Salary	26,720	30,023	30,924
Insurance	504	519	534
Marketing	1,030	1,061	1,093
Costs of fundraising event	515	530	546
Summer League costs	639	658	677
Finance and Administration	4,120	4,244	4,371
Office costs	5,119	5,273	5,431
<i>Total operating expenditure</i>	<u>38,646</u>	<u>42,308</u>	<u>43,577</u>
Operating Profit/(Loss)	<u>(3,083)</u>	<u>815</u>	<u>4,445</u>

The table above show the ELDFA's operating profit or loss for the first three years of operations of the new playing fields. The first year shows a loss due to the pitches only being operational part way through the year, however by the second year onwards the business is profitable.

Tables 2, 3, 4 - Draft Monthly Management Accounts

The following tables show the operational profit or loss in more detail, to show the monthly amounts and the individual income cost and streams.

These are based on the following key assumptions:

- ❖ Pitches are operational from July 2017
- ❖ Usage for Main Season based upon 3 matches per pitch for 30 week season
- ❖ Usage for Pre Season based upon 4 matches per pitch for 6 week pre-season
- ❖ Tournament income based upon one internal ELFDA tournament and one external hire
- ❖ Maintenance contract agreed with Botanical at £28k including VAT
- ❖ 3% income and costs inflation
- ❖ All staff posts filled by volunteers
- ❖ Ongoing professional services agreed with a local provider on a pro-bono basis

Operating Income	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Total
Adult Summer	-	-	-	-	-	-	-	-	-	-	-	-	-
Junior Summer	-	-	-	-	-	-	-	-	-	-	-	-	-
Adult Winter	-	-	-	-	-	-	-	-	-	-	-	-	-
Junior Winter	-	-	-	7,869	7,869	-	-	-	-	-	-	-	15,738
Blackburn Rovers Ladies FC Winter	-	-	-	3,348	3,348	-	-	-	-	-	-	-	6,695
Tournament Hire	2,575	-	-	-	-	-	-	-	-	-	-	-	2,575
Fundraising	5,150	-	-	-	-	-	-	-	-	-	-	-	5,150
Summer League income	-	-	-	-	-	-	-	-	-	-	900	900	1,799
AHF training	-	-	-	1,803	1,803	-	-	-	-	-	-	-	3,605
Total operating income	7,725	-	-	13,019	13,019	-	-	-	-	-	900	900	35,563
Operating expenditure	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Total
Maintenance Contract / Salary	-	2,429	2,429	2,429	2,429	2,429	2,429	2,429	2,429	2,429	2,429	2,429	26,720
Insurance	-	504	-	-	-	-	-	-	-	-	-	-	504
Marketing	258	-	-	258	-	-	258	-	-	258	-	-	1,030
Costs of fundraising event	515	-	-	-	-	-	-	-	-	-	-	-	515
Summer League costs	-	-	-	-	-	-	-	-	-	-	319	319	639
Finance and Administration	343	343	343	343	343	343	343	343	343	343	343	343	4,120
Office costs	427	427	427	427	427	427	427	427	427	427	427	427	5,119
Total operating expenditure	1,542	3,703	3,199	3,457	3,199	3,199	3,457	3,199	3,199	3,457	3,518	3,518	38,646
Operating Profit/(Loss)	6,183	(3,703)	(3,199)	9,563	9,820	(3,199)	(3,457)	(3,199)	(3,199)	(3,457)	(2,619)	(2,619)	(3,083)
Operating Income	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Total
Adult Summer	-	1,655	1,655	-	-	-	-	-	-	-	-	-	3,310
Junior Summer	-	1,591	1,591	-	-	-	-	-	-	-	-	-	3,183
Adult Winter	-	-	-	-	-	-	-	-	-	-	-	-	-
Junior Winter	-	-	-	8,105	8,105	-	-	-	-	-	-	-	16,211
Blackburn Rovers Ladies FC Winter	-	-	-	3,448	3,448	-	-	-	-	-	-	-	6,896
Tournament Hire	2,652	-	-	-	-	-	-	-	-	-	-	-	2,652
Fundraising	5,305	-	-	-	-	-	-	-	-	-	-	-	5,305
Summer League income	-	-	-	-	-	-	-	-	-	-	927	927	1,853
AHF training	-	-	-	1,857	1,857	-	-	-	-	-	-	-	3,713
Total operating income	7,957	3,246	3,246	13,410	13,410	-	-	-	-	-	927	927	43,122
Operating expenditure	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Total
Maintenance Contract / Salary	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	30,023
Insurance	-	519	-	-	-	-	-	-	-	-	-	-	519
Marketing	265	-	-	265	-	-	265	-	-	265	-	-	1,061
Costs of fundraising event	530	-	-	-	-	-	-	-	-	-	-	-	530
Summer League costs	-	-	-	-	-	-	-	-	-	-	329	329	658
Finance and Administration	354	354	354	354	354	354	354	354	354	354	354	354	4,244
Office costs	439	439	439	439	439	439	439	439	439	439	439	439	5,273
Total operating expenditure	4,091	3,814	3,295	3,560	3,295	3,295	3,560	3,295	3,295	3,560	3,624	3,624	42,308
Operating Profit/(Loss)	3,866	(567)	(49)	9,850	10,115	(3,295)	(3,560)	(3,295)	(3,295)	(3,560)	(2,697)	(2,697)	815

Operating Income	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Total
Adult Summer	-	1,705	1,705	-	-	-	-	-	-	-	-	-	3,409
Junior Summer	-	1,639	1,639	-	-	-	-	-	-	-	-	-	3,278
Adult Winter	-	-	-	1,803	1,803	-	-	-	-	-	-	-	3,606
Junior Winter	-	-	-	8,348	8,348	-	-	-	-	-	-	-	16,697
Blackburn Rovers Ladies FC Winter	-	-	-	3,551	3,551	-	-	-	-	-	-	-	7,103
Tournament Hire	2,732	-	-	-	-	-	-	-	-	-	-	-	2,732
Fundraising	5,464	-	-	-	-	-	-	-	-	-	-	-	5,464
Summer League income	-	-	-	-	-	-	-	-	-	-	954	954	1,909
AHF training	-	-	-	1,912	1,912	-	-	-	-	-	-	-	3,825
Total operating income	8,195	3,344	3,344	15,615	15,615	-	-	-	-	-	954	954	48,022
Operating expenditure													
Maintenance Contract / Salary	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	30,924
Insurance	-	534	-	-	-	-	-	-	-	-	-	-	534
Marketing	273	-	-	273	-	-	273	-	-	273	-	-	1,093
Costs of fundraising event	546	-	-	-	-	-	-	-	-	-	-	-	546
Summer League costs	-	-	-	-	-	-	-	-	-	-	339	339	677
Finance and Administration	364	364	364	364	364	364	364	364	364	364	364	364	4,371
Office costs	453	453	453	453	453	453	453	453	453	453	453	453	5,431
Total operating expenditure	4,213	3,928	3,394	3,667	3,394	3,394	3,667	3,394	3,394	3,667	3,733	3,733	43,577
Operating Profit/(Loss)	3,982	(584)	(50)	11,948	12,221	(3,394)	(3,667)	(3,394)	(3,394)	(3,667)	(2,778)	(2,778)	4,445

Tables 5, 6, 7 - Draft Annual Management Accounts

The following tables show the profit and loss, cash flow and balance sheet statements for the first 12 years of operations. They are based on the following key assumptions, additional to the ones listed above:

- ❖ Community share 2.5% interest, accrued monthly and paid each March
- ❖ Community share capital repayment holiday for 3 years and 8 year term thereafter
- ❖ All creditors and debtors are paid and received in the same month as invoices are raised
- ❖ Premises and ground are depreciated over 25 years
- ❖ Grants are classed as deferred income and amortised to the profit and loss statement over the same period as the assets they were used to purchase (25 years)

ELFDA	Year		1	2	3	4	5	6	7	8	9	10	11	12
Financial Model February 2017	Date	B/f	31/05/2017	31/05/2018	31/05/2019	31/05/2020	31/05/2021	31/05/2022	31/05/2023	31/05/2024	31/05/2025	31/05/2026	31/05/2027	31/05/2028
Financial Statements - Yearly														
Profit and Loss														
Income														
Pitch income			-	£35,563	£43,122	£48,022	£49,463	£50,947	£52,475	£54,049	£55,671	£57,341	£59,061	£60,833
Expenditure														
Pitch expenditure			(£1,917)	(£33,527)	(£37,035)	(£38,146)	(£39,290)	(£40,469)	(£41,683)	(£42,934)	(£44,222)	(£45,548)	(£46,915)	(£48,322)
Office expenditure			(£2,071)	(£5,119)	(£5,273)	(£5,431)	(£5,594)	(£5,762)	(£5,934)	(£6,112)	(£6,296)	(£6,485)	(£6,679)	(£6,880)
Operating Profit/(Loss)			(£3,988)	(£3,083)	£815	£4,445	£4,579	£4,716	£4,857	£5,003	£5,153	£5,308	£5,467	£5,631
Depreciation			(£2,968)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)	(£17,808)
Amortisation			£2,897	£17,382	£17,382	£17,382	£17,382	£17,382	£17,382	£17,382	£17,382	£17,382	£17,382	£17,382
Community share interest			(£208)	(£1,250)	(£1,250)	(£1,224)	(£1,068)	(£911)	(£755)	(£599)	(£443)	(£286)	(£130)	-
Profit/(Loss)			(£4,267)	(£4,760)	(£861)	£2,795	£3,085	£3,378	£3,676	£3,978	£4,284	£4,595	£4,911	£5,205
P&L B/f			£5,356	£1,089	(£3,670)	(£4,532)	(£1,737)	£1,348	£4,726	£8,402	£12,380	£16,665	£21,260	£26,171
Movement			(£4,267)	(£4,760)	(£861)	£2,795	£3,085	£3,378	£3,676	£3,978	£4,284	£4,595	£4,911	£5,205
P&L C/f			£5,356	£1,089	(£3,670)	(£4,532)	(£1,737)	£1,348	£4,726	£8,402	£12,380	£16,665	£21,260	£26,171

ELFDA														
Financial Model February 2017	Year													
Financial Statements - Yearly	Date	B/f	1 31/05/2017	2 31/05/2018	3 31/05/2019	4 31/05/2020	5 31/05/2021	6 31/05/2022	7 31/05/2023	8 31/05/2024	9 31/05/2025	10 31/05/2026	11 31/05/2027	12 31/05/2028
Cash flow														
Receipts														
Debtors			-	£35,563	£43,122	£48,022	£49,463	£50,947	£52,475	£54,049	£55,671	£57,341	£59,061	£60,833
3G profit share			-	-	-	-	-	-	-	-	-	-	-	-
Grants			£388,000	-	-	-	-	-	-	-	-	-	-	-
Community Share Offer			£50,000	-	-	-	-	-	-	-	-	-	-	-
Payments														
Fixed assets			(£398,654)	-	-	-	-	-	-	-	-	-	-	-
Creditors			(£3,988)	(£38,646)	(£42,308)	(£43,577)	(£44,884)	(£46,231)	(£47,618)	(£49,046)	(£50,518)	(£52,033)	(£53,594)	(£55,202)
Community share interest			-	(£1,250)	(£1,250)	(£1,250)	(£1,094)	(£938)	(£781)	(£625)	(£469)	(£313)	(£156)	-
Community Share repayment			-	-	-	(£6,250)	(£6,250)	(£6,250)	(£6,250)	(£6,250)	(£6,250)	(£6,250)	(£6,250)	-
			£35,359	(£4,333)	(£435)	(£3,055)	(£2,765)	(£2,472)	(£2,174)	(£1,872)	(£1,566)	(£1,255)	(£939)	£5,631
Cash b/f			£5,356	£40,715	£36,381	£35,946	£32,891	£30,126	£27,654	£25,481	£23,609	£22,043	£20,789	£19,849
Net cash flow			£35,359	(£4,333)	(£435)	(£3,055)	(£2,765)	(£2,472)	(£2,174)	(£1,872)	(£1,566)	(£1,255)	(£939)	£5,631
Cash c/f			£5,356	£40,715	£36,381	£35,946	£32,891	£30,126	£27,654	£25,481	£23,609	£22,043	£20,789	£19,849

ELFDA Financial Model February 2017		Year												
Financial Statements - Yearly	Date	B/f	1 31/05/2017	2 31/05/2018	3 31/05/2019	4 31/05/2020	5 31/05/2021	6 31/05/2022	7 31/05/2023	8 31/05/2024	9 31/05/2025	10 31/05/2026	11 31/05/2027	12 31/05/2028
Balance Sheet														
Assets and Liabilities														
Fixed Assets														
Ground and equipment			£442,230	£424,422	£406,614	£388,806	£370,998	£353,190	£335,382	£317,574	£299,767	£281,959	£264,151	£246,343
Current Assets														
Debtors			-	-	-	-	-	-	-	-	-	-	-	-
Cash			£40,715	£36,381	£35,946	£32,891	£30,126	£27,654	£25,481	£23,609	£22,043	£20,789	£19,849	£25,480
Current Liabilities														
Creditors			-	-	-	-	-	-	-	-	-	-	-	-
Community share interest accrual			(£208)	(£208)	(£208)	(£182)	(£156)	(£130)	(£104)	(£78)	(£52)	(£26)	-	-
Long Term Liabilities														
Deferred Income - Grants			(£431,647)	(£414,265)	(£396,884)	(£379,502)	(£362,120)	(£344,738)	(£327,356)	(£309,975)	(£292,593)	(£275,211)	(£257,829)	(£240,448)
Net Assets			£51,089	£46,330	£45,468	£42,013	£38,848	£35,976	£33,402	£31,130	£29,165	£27,510	£26,171	£31,376
Capital and Reserves														
Community Shares			£50,000	£50,000	£50,000	£43,750	£37,500	£31,250	£25,000	£18,750	£12,500	£6,250	-	-
P&L Reserves			£1,089	(£3,670)	(£4,532)	(£1,737)	£1,348	£4,726	£8,402	£12,380	£16,665	£21,260	£26,171	£31,376
Shareholders Funds			£51,089	£46,330	£45,468	£42,013	£38,848	£35,976	£33,402	£31,130	£29,165	£27,510	£26,171	£31,376

21. Pricing Policy

The pricing policy is largely based upon the current pricing charged for Blackburn with Darwen Council pitches. It a pricing structure largely accepted by the teams plus is used by the ELFDA member league associations for when they managed bookings on behalf of their council.

There was an argument that these pitches could justify a premium price due to their expected quality; however it was felt this when against the ELFDA's values and their objective to help increase football participation. Any increased pitch hire cost may have had a detrimental effect on this objective.

Full Size Pitches

Usage Type	Adult Summer (£)	Junior Summer (£)	Adult Winter (£)	Junior winter (£)
Clubs	65	45	65	40
Leagues	45	35	40	32.5
Schools / Colleges	n/a	39	55	30

9 a Side Pitches

Usage Type	Adult Summer (£)	Junior Summer (£)	Adult Winter (£)	Junior Winter (£)
Clubs	N/a	45	N/a	35
Leagues	N/a	35	N/a	27.5
Schools / Colleges	N/a	39	N/a	30

Mini Soccer Pitches

Usage Type	Adult Summer (£)	Junior Summer (£)	Adult Winter (£)	Junior Winter (£)
Clubs	N/a	35	n/a	35
Leagues	N/a	35	n/a	20
Schools / Colleges	N/a	39	n/a	30

Appendices

Outcome Framework

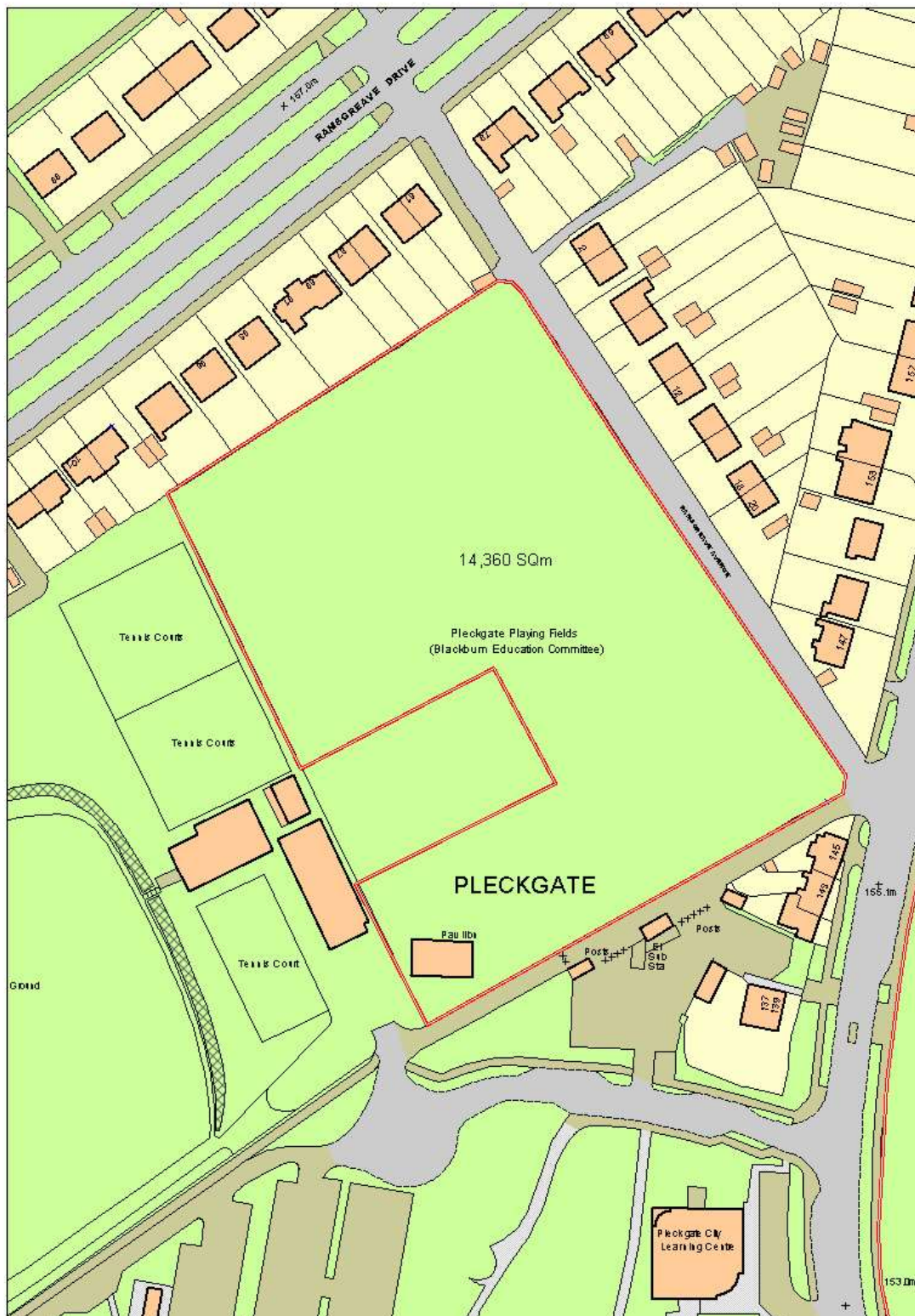
Outcome Area	Targets	How Evidenced
1. Pitches		
1.1 Successfully manage and maintain pitches	i) Maintain seven professional level quality grass ii) Establish and train a maintenance team to provide cost effective support. iii) Develop a team to handle the administration and booking of the facilities	<ul style="list-style-type: none"> Records of pitches delivered /signed off. Pitch maintenance reports. Evidence of staff/volunteer maintenance team. Evidence of booking system and booking records.
1.2 Increase number of pitches available	i) Complete survey on the capacity at Woolridge and College Fields. ii) Develop up to seven pitches at the site	<ul style="list-style-type: none"> Survey reports Records of pitches delivered /signed off.
1.3 Improve quality of pitches	i) Create an apprenticeship position to help with maintenance	<ul style="list-style-type: none"> Evidence of apprenticeship appointment. Professional assessment and/or survey of pitches.
2. Hub for youth football		
2.1 Increased number of youth teams participating	i) 10 new teams each year	<ul style="list-style-type: none"> Record number and details of teams
2.2 Provide affordable football	i) Adopt a pricing policy inline with costs accepted for Blackburn and Darwen Council pitches. ii) Win funding to provide free sessions iii) Encourage sponsorship and pass on these funds to users of the pitches to help cover costs. iv) Develop partnerships with youth football	<ul style="list-style-type: none"> Policy document and pricing policy documents Funding bids / grant agreements Sponsorship agreements Numbers of free/subsidised sessions provided Partnership agreements Survey of teams to assess affordability
3. Participation		
3.1 Increase numbers of players	i) Year 1 target: MENS - Mini 164, Youth 228, Adult, 65 ii) Year 2 target: MENS - Mini 170, Youth 240, Adult, 77; WOMENS - Youth 10, DISABILITY - Youth10. iii) Year 3 target: MENS - Mini 190, Youth 260, Adult	<ul style="list-style-type: none"> Detailed participant records including: Number, age, gender, postcodes.

	90; WOMENS - Youth 16; DISABILITY - Youth 10	
3.2 Increase number of leagues	i) Establish a veterans 11 x 11 league ii) Establish ELFDA Summer League for Adult Football iii) 700 matches every year	<ul style="list-style-type: none"> Records of leagues, and participation and numbers of matches in them.
3.3 Increase number of teams	i) 10 new teams each year	<ul style="list-style-type: none"> Records of teams participating.
3.4 Ensure participation from across the borough and high priority groups.	i) Attracting communities with high proportions of young offenders to engage in the sport. ii) Increase the number of participants from 6 feeder primary schools. iii) Spread of participants across the borough.	<ul style="list-style-type: none"> Participant records including postcode/location, referral agency records, schools.
3.5 Increase diversity of players	i) Work with Blackburn Rovers Ladies Football to encourage female participation. ii) Open up a pathway to allow young people to continue to progress in their football skills. iii) Establish partnership with Recovery League iv) Establish Youth disability Teams	<ul style="list-style-type: none"> Participant records: gender, disability, medical Participant records: Player tracking
3.6 Improve performance	No targets yet identified.	<ul style="list-style-type: none"> Records of player progressions to semi-pro and pro clubs.
3.7 Keep young people engaged	i) Establish a cup competition ii) Establish holiday course for 5-11 year olds at nominal cost iii) Establish end of season transition festival for young people as they progress to the next team size (eg. mini soccer to 9 a side).	<ul style="list-style-type: none"> Details of competitions and festivals established and participation in them Course participation details Player progression records
3.8 Increase wellbeing and confidence of participants through sport	i) Increased confidence of young people -ii) Increase self esteem iii) Increased support networks for participants (not only young people).	<ul style="list-style-type: none"> Outcome and engagement level monitoring. Surveys of young people Evidence of support.
4. Raising standards and addressing abusive		

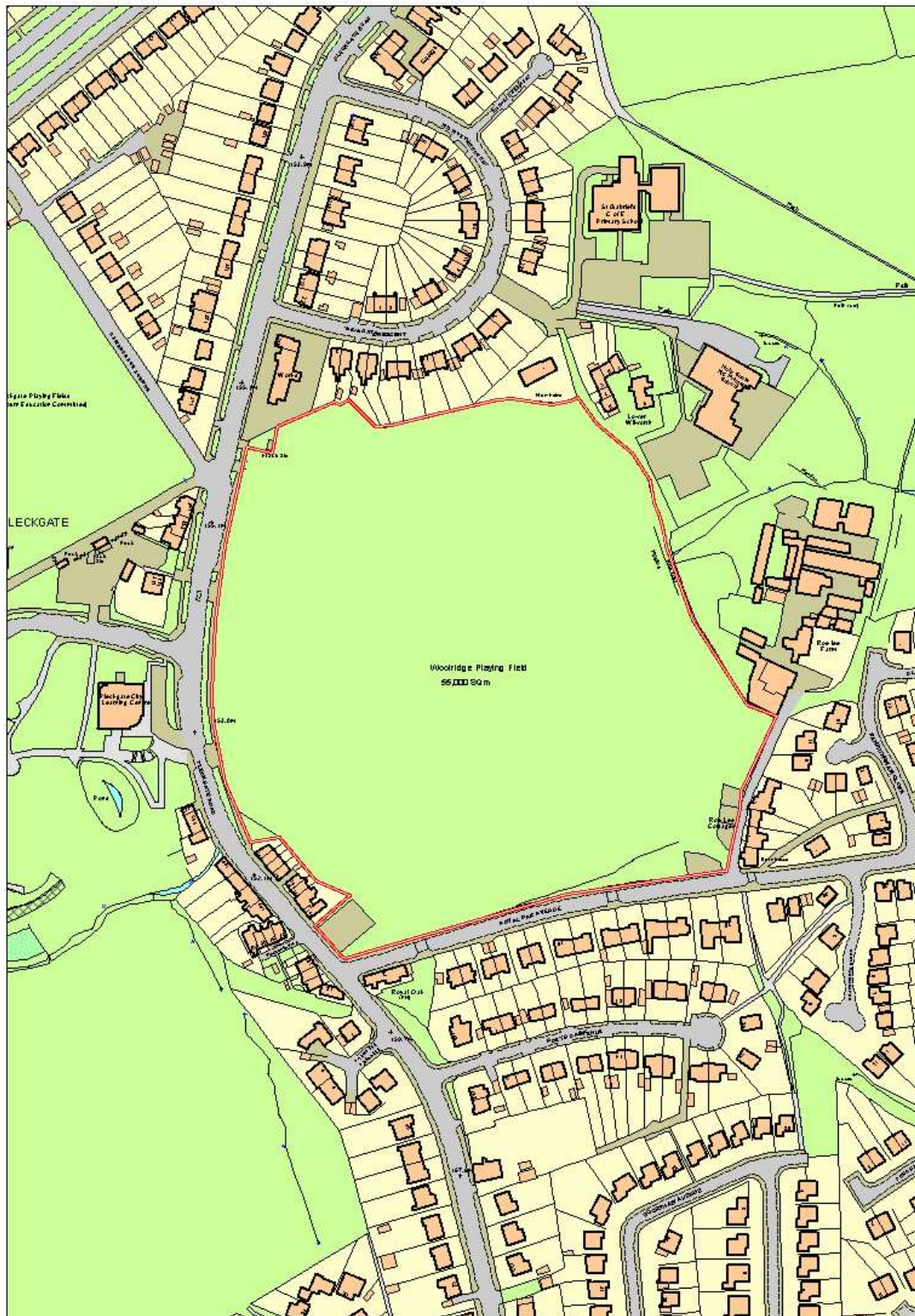
behaviour		
4.1 Promote the FA respect programme	No targets set.	<ul style="list-style-type: none"> • Monitor number of posters/leaflets distributed. • Disciplinary records.
4.2 Improve number of clubs that are accredited to provide safe, well-organised football and adhere to FA code of conduct.	i) ELFDA 86% of teams accredited ii) BSFL / BDFC 80% accredited with a 2% annual increase.	<ul style="list-style-type: none"> • Monitor number of charter standard teams across all leagues.
5. Training and education		
5.1 Increase number of courses delivered	i) Provide training opportunities for young people to become coaches. No specific targets.	<ul style="list-style-type: none"> • Records of courses made available, participant details and qualifications/certificates achieved.
5.2 Increase number of participants and provide opportunities for people from disadvantaged communities to become qualified.	No targets set.	<ul style="list-style-type: none"> • Records courses delivered, participants on courses including postcode for IMD mapping.
5.3 Improve quality of training	No targets set.	<ul style="list-style-type: none"> • Records of courses delivered, participants on courses and qualifications achieved (eg. FA Level badges) / other training certification
6. Financial sustainability		
6.1 Raise remaining start up costs	i) Raise £50,000.	<ul style="list-style-type: none"> • Evidence of grant awards and community share offer totals achieved.
6.2 Minimum break even target	i) Generate a £1,000 surplus in Year 2.	<ul style="list-style-type: none"> • Annual financial return and report to members.
6.3 Growth / resources: Increase volunteer numbers	i) Support parents in developing volunteering skills. No specific target. ii) Increase number.	<ul style="list-style-type: none"> • Volunteer records and skill development.
7. Good governance		
7.1 Community Benefit Society status	i) Covert to CBS by August 2015 ii) Receive exempt charity status by Dec 2015.	<ul style="list-style-type: none"> • Minutes of conversion meeting. • Constitution. • Charitable exemption status confirmation.
7.2 Increase board turnover	No targets set.	<ul style="list-style-type: none"> • Records of board members
7.3 Board member diversity	i) Elect new board directions	<ul style="list-style-type: none"> • Details of board members elected (eg. gender, ethnicity, disability,

		location as well as whether new/existing member.
7.4 Financial reporting to members	Provide transparent financial reporting to all members annually	<ul style="list-style-type: none"> Records of financial reports delivered to members
7.5 Meet Cooperative good governance criteria	No targets set but need to set targets on: <ul style="list-style-type: none"> - Rights and responsibilities of members - Providing information to members - Providing opportunities for members to participate in the management and planning of the business - Prioritising cooperative to cooperative trading - Sharing good practice with other businesses 	<ul style="list-style-type: none"> Annual governance report Member and general meeting records Member engagement in management Records of cooperatives traded with Records of good practice sharing
8. Develop Asset Transfers		
8.1 Identify targets for new transfers (short, medium, long term) and deliver them.	i) Secure additional Community Asset Transfers of pitches from Blackburn with Darwen if and when appropriate.	<ul style="list-style-type: none"> Details of potential community asset transfers (CATs) and progression of projects. Confirmed CATs delivered

College Playing Fields Map



Woolridge Playing Fields Map



Press

Cuttings from Lancashire Telegraph

East Lancashire Partnership aiming to be pitch perfect, 8th July 2014

A new group has been formed to bring football leagues in the borough together to boost the game at amateur level.

The East Lancashire Football Development Association was formed after all three major leagues decided to show a united front – and now they are working alongside the local council to tackle the problems faced by football at grassroots level.

The Blackburn Sunday Football League, Blackburn and District football Combination and the East Lancashire Football Alliance – one of the biggest junior leagues in the county – have joined forces with Blackburn with Darwen Borough Council.

Together they are hoping to improve existing facilities in the area, look for new playing areas and attract funding.

Bill Maynard, fixture secretary of the Blackburn Sunday League, is the chairman of the newly formed ELFDA group.

He is delighted the leagues and the council are on the same side as it looks to secure junior and senior football in the area for many years to come.

“In fairness, we have always had a good working relationship with the Blackburn and Darwen Borough Council,” said Maynard. “And after discussions with the Council it was obvious to all that we all had the same objectives and that by working together we could stand a better chance of attracting grant funding to develop the game of football for all ages, and provide better facilities.”

The joint initiative believes other sports and the wider community will benefit from improved facilities across the area.

Maynard added: “This will come in different ways as we work together to improve the facilities we already have. “We will also be looking at new projects which in turn could help improve facilities for all sports and also work more closely with the council to identify new facilities and work closely with local communities.”

The group and the council are also working alongside The Lancashire FA, Blackburn Rovers, Rovers Trust and Sporting Assets Limited who are assisting with the development of an asset management strategy where running costs can be more easily managed.

A pre-feasibility study grant from The SIB Group for £9,632 has been awarded to carry out study work on possible grants for further investment in improving and creating new pitches for the borough.

The group has a wealth of experience to call on.

Craig Wilkinson, secretary of the East Lancashire Football Alliance, is secretary of the ELFDA while Frank Riley has been named treasurer.

Bill Maynard and Colin Brindle from the Blackburn Combination, John Haworth and Harry Scott from the Blackburn Sunday League and Peter Thornley and former Rovers player Paul Round complete the ELFDA committee.

“We are an official organisation with a management committee with a cross section of expertise that we can use in our work for the group,” added Maynard. “But more importantly, we all have a sound base of the needs of the local grassroots game with the knowledge built up over many years commitment to the game we all love.

“We have the drive and desire to carry the game forward and attract other sports bodies to improve the health and well being of all who want to participate in their chosen sport whether it be as a participant or an organiser or volunteer.”

Damian Talbot, executive member for Leisure at Blackburn with Darwen Borough Council, said: “We are delighted to be working with the East Lancashire Football Development Association to help improve grassroots football in the borough.

“This is a very exciting partnership and we are committed to working closely together to secure the future of the game for many years to come.”

East Lancashire Football Development Association, 23rd September 2014

A GROUP formed to help improve amateur football in the area has taken a big step towards securing much-needed funding after it was officially recognised as a business.

The East Lancashire Football Development Association, made up of three amateur football leagues, is now a fully organised business and registered with company's house.

The ELFDA includes the Blackburn and District Combination, East Lancashire Football Alliance – which is one of the biggest junior leagues in Lancashire – and The Blackburn Sunday Football League. The founding directors of the company are Craig Wilkinson, secretary while William Maynard has been named as chairman. All other committee members involved with the group will be added in the next few days as company directors.

Since its formation, the ELFDA has been working closely with the Blackburn with Darwen Borough Council to look at ways of improving junior and senior football – but this is the most significant breakthrough yet.

“This accreditation will now send a clear message to partners, the public, and funders, that this is a professional and structured organisation and that we mean business in working with partners and other organisations to help attract investment for sports facilities in to the borough,” said Maynard. “It will also allow us to progress in the next step to go to the next stage of funding through SIBS (Social Impact Business) through the Community Asset and service grants www.sibgroup.org.uk. “It will be a busy ending to the month for the group as we will meet potential Partners and investors to move the project to its next level.

The group has already received a pre-feasibility study grant from The SIB Group for £9,632 to carry out study work on possible grants for further investment in improving and creating new pitches for the borough.

As well as working alongside the council, the group has been working with the The Lancashire FA, Blackburn Rovers, Rovers Trust and Sporting Assets Limited who are assisting with the development of an asset management strategy where running costs can be more easily managed.

“We as an organisation are both pleased and excited as to the partnership being formed and in the short space of time by working together we have made massive strides,” added Maynard. “We are very grateful to both Martin Eden and Graham Harris at Blackburn with Darwen Borough Council for the support they are giving the association enabling both parties to build a better future for local sports. “Although at the moment this will hopefully benefit the grassroots footballers in the town the eventual aim is to attract funding for multi sports and improve facilities for all involved and by continuing to work together we can do this.”

KICK OFF: £200,000 boost for grassroots football in Blackburn, 9th July 2015

GRASSROOTS football in Blackburn is celebrating a huge funding boost with the confirmation of a £200,000 grant. The cash coup, secured by the East Lancashire Football Development Association (ELFDA), means work can start on transforming facilities at Wooldridge Playing Fields in Pleckgate.

The group teamed up with Blackburn with Darwen Borough Council to win the money, which is provided by The Power to Change – an independent charitable trust set up with £150million of National Lottery funding.

ELFDA chairman Bill Maynard said: “This is a major boost, especially to the junior leagues. The game is growing so fast for both male and females. We need better facilities. This funding will provide those, building a legacy for football in this area.”

The ELFDA was formed when three leagues – the Blackburn Sunday Football League, Blackburn and District Football Combination and East Lancashire Football Alliance – got together to address the problems of poor pitches and declining numbers.

Bill explained: “Pitches were in such a poor state and we were losing teams. We had a meeting with the council and they had no money available, so we started working together to identify problems.”

The £200,000 will go towards the £560,000 needed to make the Wooldridge site suitable for soccer after more than a decade of neglect. Local residents have been consulted, car parking organised, and there are also plans to improve the changing facilities.

Bill believes the project could even have wider-ranging influence, by providing a blueprint for other leagues to follow. He added: “We tick all the boxes with the Football Association and we now have a template that can be used all over the country. We have worked with the council and that has to be the way forward.”

The development is just in time to support the explosion in women’s football on the back of the recent World Cup. Bill said: “The performance of the England team means young girls want to be involved in football. We have spoken to Blackburn Rovers Ladies about the possibility of them playing at Wooldridge.”

Letters of Support



Blackburn Eagles Football Club

Grassroots football at its best since 1991

F.A Charter Standard Club



TWIMC,

We write to support ELFA, in conjunction with other local leagues for funding to provide much more quality football pitches in and around Blackburn with Darwen.

Our club currently has 14 teams playing in three local leagues. Our team numbers are set to rise by at least 4 new teams per year over the coming seasons. Whilst the club currently uses some pitches provided by the council, as the club builds for the future, so more quality facilities are needed to help and support that growth.

There is a lack of space at present as the club has looked at holding tournaments and friendlies only to find the facilities aren't available or are being rested after a season of playing.

Extra facilities would help and give the club a real chance of holding an annual event at a quality venue.

The club is keen to support any application for additional pitches and facilities as we look to grow the game and get more local people active in the sport.

Kind Regards

Chris

Chris Whalley
Club Chariman

Chairman Mr C. Whalley Secretary Mrs L. Whalley Treasurer Mrs L. Whalley

25th September 2014

Mr Bill Maynard
5 Havelock Close
Blackburn
Lancashire
BB2 2NB

Blackburn Rovers
Football & Athletic plc



Dear Bill,

ELFDA Project: Restoration and Maintenance of the Woolridge and College Playing Fields

I am writing in regards to our recent meeting on the 24th September. It was a pleasure meeting you again, as well as Graham Harris from Blackburn with Darwen Council. As promised I have put the proposal in writing to help with the further development of your exciting proposal to take ownership of the playing fields from the Local Authority and to restore the football pitches into use again.

We as a Club realise we have responsibilities to our local community, it is something we have always taken seriously. It is one of the reasons why we have welcomed your proposal and that has our total support. A proposal, that seems to have the whole Blackburn football fraternity involved and supportive.

We are very happy for our Grounds Staff to provide maintenance support for the fields once they are back into use. We welcome your offer of contributing £8,000 plus VAT to the Club in return for our support, however, we do not feel the contribution is necessary. Perhaps a contribution to our Community Trust is an alternative, but we can discuss the detail when we meet next.

We would fully support and assist as and when we can, whilst ELFDA developed their own skills and resources to maintain the fields. Our staff will provide you with advice and training throughout this period to help you develop in this area.

We wish you good luck in your efforts to get funding to make this proposal become a reality and an asset that can be enjoyed by all our local teams, in particular the junior teams. Hopefully, creating some future players for Rovers as well.

I trust this letter suffices for now, but please contact me if you require anything else. If not, we can pick up on the detail in the near future.

Yours Sincerely,

Derek Shaw
Derek Shaw
Managing Director

Registered Office
Ewood Park, Blackburn
Lancashire BB2 4JF

Tel: +44 (0) 821 702 1875
Fax: +44 (0) 1254 671042

Web: www.rovers.co.uk
Registered No. 53462 England



Business Clubs
Community that Count



Mr Bill Maynard
Chair ELFDA
5 Havelock Close
Blackburn
BB2 2NB

Date: 29 September 2014
Our Ref: ME/JB
Please ask for: Martin Eden
Direct Dial: 01254 585102
E-mail: martin.eden@blackburn.gov.uk
Website: www.blackburn.gov.uk

Dear Mr Maynard

I am writing on behalf of Blackburn with Darwen Council.

The Council has recently completed a Playing fields assessment and strategy which has identified the need to improve the quality of existing football pitches alongside a need for additional new grass pitches. The strategy also identified that Wooldridge playing fields should be a priority for investment and redevelopment to create more football pitches in the Borough.

In 2014, yourself and a number of representatives of the local Football leagues which represent amateur football in Blackburn with Darwen and across East Lancashire established a new organisation which has been named 'East Lancashire Football Development Association' (ELFDA). I am aware that ELFDA has prioritised working on the redevelopment of Wooldridge Playing fields and an adjacent area of land known locally as College Playing Fields to accommodate new sports pitches for Football.

ELFDA has successfully obtained SIB funding for a pre-feasibility study to consider the asset transfer of Wooldridge and College playing fields from the Council to ELFDA and to redevelop the playing fields to create new Football pitches which would be self-managed and maintained by the Association.

The Council has supported the initial pre-feasibility study with regards to an asset transfer of the aforementioned land to ELFDA and has allocated time and resources of the Leisure Facility Manager to the project to assist in developing the proposals.

We have been impressed by the ELFDA since they were established, the members of the group have a great deal of experience within their respective football leagues and these leagues are held in high regard by both the Council and the County Football Association.

We believe the ELFDA is a credible organisation to take on the management and operation of the aforementioned fields, they have provided a sustainable method of management and maintenance that ensures the long term quality of the pitches. They have also established a very effective and experienced project team to deliver the project.

The Council recognises that it is important with any community asset transfer that the proposal is right for everyone involved. That is why we were so keen for the SIB funded pre-feasibility study to be undertaken. We believe it is timely for a full study to be undertaken to take the project from feasibility through to the construction phase if all milestones continue to be satisfied.

In terms of tenure, the Council normally offers organisations a lease for a minimum of 25 years, however we would consider a longer term lease for Woolridge Playing fields and College Playing Fields if the feasibility study was successful and all required funding was secured. Heads of Terms would be developed during the next stage.

I appreciate that the total project costs for the redevelopment of the land for sports pitches have been estimated to be circa £500,000. The Council will consider proposals for allocating match funding once the total project costs and the Council's contribution has been clarified and confirmed.

We will also continue to support the ELFDA throughout the process of developing new pitches on the playing fields and the asset transfer process for these fields.

The Council has previously asset transferred pitches to football clubs and football leagues and we are amenable to asset transferring other pitches or open space land for the development of pitches in the future as long as the business case for the asset transfer is robust.

We believe this project to redevelop open space land for football pitches is an excellent example of collaborative working. Involving the Council, the local football leagues, local communities, local secondary and primary schools, Blackburn Rovers FC and the County FA. We also believe that this type of project delivered in collaboration with a range of stakeholders could be replicated in other local authorities in the future.

If you require any further information, please do not hesitate to contact me at your earliest convenience. My contact details are featured at the top of this letter.

Yours sincerely



Martin Eden
Director of Culture, Leisure, Sport & Young People



Blue Star Junior Football Club
Established 1982

19th September 2014

To whom it may Concern:

Please accept this letter on behalf of Blue Star JFC in support of the E.L.F.A's application to obtain funding for the redevelopment of the Woolridge pitches.

We currently run 8 junior teams from Under 8's to Under 18's. I have been involved in Grassroots football for the last 12 years and when my team 1st started out these were the pitches we played on. Even all those years ago the pitches, facilities and accessibility were fantastic and it is such a shame they have been left to go to ruin.

The E.L.F.A is getting bigger and better every year and the league is crying out for more better quality pitches for the hundreds of Grassroots players to play on. The league would also be able to hire these pitches out for us to hold pre-season friendlies on, something which we are sadly lacking at the moment, and they could also hold pre-season tournaments as the size of the area would make an ideal venue.

I really hope you consider their Application.

Yours sincerely

Steve Ellis
Blue Star J.F.C
Secretary/Treasurer

46 Meadowfields, Blackburn, Lancashire, BB2 4JH

Mr A. Gould -Chairman - Mr S Ellis-Treasurer - Mr S Ellis -Secretary
Mrs K Gosling-Child Welfare Officer

Mr Bill Maynard
5 Havelock Close
Blackburn
BB2 2NB

Date: 6 February 2015
Our Ref: ME/JB
Please ask for: Martin Eden
Direct Dial 01254 585102
E-mail martin.eden@blackburn.gov.uk

Dear Sir or Madam

RE: East Lancashire Football Development Association

I am writing this letter of support in my capacity as the Director of Culture, Leisure Sport and Young People, for Blackburn with Darwen Council.

In September 2014, Blackburn with Darwen Council completed a playing pitch strategy which identified the need to improve the quality of our existing grass football pitches and to develop additional football pitches for the Borough. The strategy identified four areas of land which could be developed for new pitches, the largest of which is Wooldridge Playing fields, which could accommodate up to nine football pitches.

The Council discussed the playing pitch strategy with the East Lancashire Football Development Association (ELFDA) and they agreed to focus their efforts on developing new football pitches at Wooldridge playing fields. Junior football is on the increase in Blackburn with Darwen and the Wooldridge project would address the shortage of junior football pitches across the Borough.

ELFDA was originally established when all three major football leagues in the area came together to show a united front on developing and improving facilities for football in the area. The members of the committee have many years of experience in successfully managing their respective football leagues and they are very highly regarded by both Blackburn with Darwen Council and Lancashire County Football Association.

I understand that ELFDA will be submitting application to Sport England for funding from the Protecting Playing Fields scheme in order to develop grass pitches on the Wooldridge site to meet the needs of the thriving junior football leagues across the Borough. The Council is fully supportive of ELFDA, we have asset transferred grass pitches to clubs previously and we are keen to consider the asset transfer of Wooldridge playing fields to ELFDA subject to a robust business plan regarding the management and maintenance of the site.

The Council recognises that it has to be an “enabler” for residents and community groups who want to do their bit and help improve their communities. By working in partnership with ELFDA, we are confident that we can deliver the grass pitch facilities that our local teams need without it becoming a financial burden on the Council.

ELFDA has already produced a robust business plan for the management of Wooldridge playing fields and within this business plan. ELFDA has also had an offer of support in writing from the Managing Director of Blackburn Rovers FC, to assist with the maintenance of the site.

The Council is aware of development proposals on privately owned land in an area close to Wooldridge Playing fields. This development will require the Council to create more pitches within the local area. Therefore I am happy to confirm the Council’s commitment to direct £130,000 into the Wooldridge Playing field’s scheme as match funding from the local development.

We will also offer ELFDA a minimum 25 year lease on Wooldridge playing fields; this could be extended to 30 years or beyond if this was a requirement of an external funding body.

The Wooldridge playing fields project is exactly the type of project that Greg Dyke, Chairman of the Football Association outlined in his announcements in December 2014 about the FA committing £50m to overhaul facilities and pitches for grassroots football in England in order to give our younger players proper surfaces to hone their skills.

We are committed to supporting this innovative project at Wooldridge playing fields in partnership with ELFDA and we will consider further asset transfers of playing fields to ELFDA if THE Wooldridge scheme is successful.

We are also working with ELFDA to develop a 3G all-weather pitch facility for the benefit of residents and local football clubs. The AWP would be managed by ELFDA and would create an income stream for the reinvestment into grass pitches. ELFDA will be managing summer league competitions on Council owned all weather pitches in the summer 2015 as a means of generating revenue funding for the association.

If you require any further information, please do not hesitate to contact me, my contact details are featured at the top of the letter.

Yours faithfully



Martin Eden
Director of Culture, Leisure, Sport & Young People



Mr Bill Maynard
5 Havelock Close
Blackburn
BB2 2NB

Date: 6 February 2015
Our Ref: ME/JB
Please ask for: Martin Eden
Direct Dial: 01254 585102
E-mail: martin.eden@blackburn.gov.uk

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If you require any further information, please do not hesitate to contact me, my contact details are featured at the top of the letter.

Yours faithfully



Martin Eden
Director of Culture, Leisure, Sport & Young People



DARWEN RANGERS JFC

Est. 1991

visit us at: www.darwenrangersjfc.co.uk

Chairman: Ian Cordingley

Vice Chairman: Bill Stemp

Club Coach: Derek Dawson.



**CHARTER STANDARD
DEVELOPMENT CLUB**

National F.A. Charter Standard Development Club of the Year 2012.

**Lancashire Football Association and North West
Club of the Year for 2006 and 2012.**

Sept 2014

*Mr Craig Wilkinson
Secretary
East Lancs Football Alliance*

Dear Craig

The Darwen Rangers JFC Committee would like to support you in your efforts to re-introduce the pitches at Woolridge Playing Fields at Pleckgate in Blackburn. It is vital that the other venues such as Witton Park and Pleasington are not overplayed. The introduction of the Pleckgate facilities will help and give the council the opportunity to improve the other facilities in the Borough.

Yours Sincerely

Ian Cordingley



HOUSE OF COMMONS
LONDON SW1A 0AA

12 December 2014

To whom it may concern,

I am writing in support of the application for funding from the East Lancashire Football Development Association.

Junior football is on the increase in the North West the project put forward by E.L.F.D.A. aims to address the shortage of various age appropriate pitches 7x7, 9x9, 11x11 with the age appropriate size goals, thus the demand for better quality pitches are growing.

The pitches constructed would be to the spec that the football association recommend also the association would be looking to train up our own ground staff, with the future plans to tender for and maintain present council pitches. At present many councils do not have the manpower to maintain sports pitches to the standard required, indeed many councils contract out and these people are not specialist in the care of sports surfaces.

Furthermore the project put forward by E.L.F.D.A is unique in as much that they are encouraging more people to get involved in sport but also recognises the need to work with councils to identify possible sites were pitches can be restored.

I would be grateful if you could look favourably on this application.

With kind regards,

Yours sincerely,



Jake Berry MP

WORKING FOR EVERYONE IN ROSSENDALE & DARWEN
EMAIL: JAKE.BERRY.MP@PARLIAMENT.UK TWITTER: @JAKEBERRYMP
WEBSITE: WWW.JAKEBERRY.ORG PHONE: 01706 213 547 OR 01234 701 238



THE RIGHT HON JACK STRAW MP

Constituency Office, Richmond Chambers,
Richmond Terrace, Blackburn BB1 7AS
Tel: 01254 52317 Fax: 01254 682213
E-mail: jack.straw@blackburnlabour.org

2nd January 2015

Mr Craig Wilkinson
Secretary
East Lancashire Football Development Association
The Boulevard Centre
45 Railway Road
Blackburn BB1 1EZ

Dear Mr Wilkinson

I am aware that the East Lancashire Football Development Association (E.L.F.D.A.) was recently formed into a not for profit business and aims to work with all parties including Blackburn with Darwen Borough Council to identify and continue to maintain playing fields to the required standards.

The league has grown significantly over the past 5 years and the work has been exceptional.

I understand that the ELFDA have now applied for the second stage of funding which will allow you to tender for a professional sport turf company. I am fully in support of this which would provide pitches of the required standard to allow grassroots' football to continue its growth and for our national game to flourish. It seems that junior football is on the increase in Blackburn with Darwen and it would be fantastic for the borough to develop the new football pitches at Wooldridge playing fields.

The Council is fully supportive of your intentions and so am I. I think that there is a demand for quality football pitches in the town.

I wish you every success with your funding.

With all good wishes

Yours sincerely

JACK STRAW

Date: 30th January 2015



PATRON
The Rt. Hon. Earl of Derby
PRESIDENT
C. G. Howard
COMPANY SECRETARY
D. P. Burgess

To whom it may concern

Reference: ELFDA: Restoration of the Woolridge Playing Fields

The Lancashire Football Association (LFA) in principle and without prejudice gives full support to the above organisation for the development to support Association football and in turn The FA National & County Strategy.

I can confirm that the facility has been highlighted as a priority within the Blackburn with ~~Darwen~~ playing pitch strategy. Our records show an increase in participation within affiliated football and as such facility developments such as these are extremely important to maintain growth in participation.

Our data shows the following:

- an increase of 4 youth team(s) (all formats)
- an increase of 14 Mini-Soccer team(s)

The Leagues that form ELFDA has an excellent infrastructure with excellent volunteers who take great care and pride with the activities which they provide for the community / members. The leagues are well established and well received within the community and The Lancashire FA.

The project at Woolridge Playing Fields will be supported moving forward with a robust maintenance programme funded from a partnership with a local school where we are exploring an innovative project to subsidise the maintenance programme.

Please do not hesitate to contact me should you require any further information,

Yours sincerely

Derek Egan
Lancashire FA County Development Manager

Lancashire Football Association Limited
Registered Office: The County Ground, Thurston Road, Leyland, Lancashire PR25 5LF
Telephone: 01772 624000 Facsimile: 01772 624700
E-mail: secretary@lancashirefa.com Website: www.lancashirefa.com
VAT Reg. No. 175 0589 45 Registered in England: 3760394



SECRETARY
Mr. Craig Wilkeson
94 Garden Village
Darwen,
BB3 2HS
TELEPHONE: 07737 417803

PRESIDENT: D. Richardson
CHAIRMAN: J. McGregor

Any initiative that seeks to provide more and better facilities for football in East Lancashire has the full support of the East Lancashire Football Alliance,

We are currently seeing an increase year on year in the number of children under the age of 12 playing our sport. Our goal is to sustain their interest and that growth into their teenage years. If we are to succeed we are going to need more pitches to play on. Those pitches will need to be of a sufficient standard to allow the more technical side of the game to flourish. The days when we want to see youngsters slogging through puddles and mud are long gone,

We are also keen to help senior leagues reverse the trend of adults dropping out of football. Again if we are to do this, then we need to provide the best facilities we can in the area,


East Lancashire has always been a hotbed of football. Senior teams in the area can date their history back to the birth of the game. The current initiatives would give us the chance to underline our commitment and continued enthusiasm for the national sport. We are fully behind the proposals and look forward to helping them reach fruition,

John McGregor

League Chairman



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Re East Lancashire Football Development Association (ELFDA)

We refer to the above mentioned matter.

Rovers Trust (the Trust) is the official recognised supporters' trust for Blackburn Rovers FC. The Trust is a Community Benefit Society. We are not operated to generate profit, but rather owned and operated by and for the benefit of its members to support the future of Blackburn Rovers FC for the sole benefit of the club, its supporters and the wider community.

We believe that LFDA is very much a forward thinking and unique model which will be of significant benefit to amateur football in East Lancashire. ELFDA will have direct involvement in sourcing new facilities and improving existing facilities.

Given the high levels of participation in football throughout Blackburn and Darwen, both new and improved facilities are imperative to the amateur game within the community.

It is clear to the Trust that given the level of support from the likes of Blackburn Rovers FC and The Lancashire County Football Association plus Sporting Assets that ELFDA will deliver a legacy to the amateur game and provide an ownership model that can be applied in other areas of the country to improve facilities, maintenance, participation and the overall standard of football.

Since the Trust inception in 2012 we have enlisted the support of prominent and committed fans to help bring our own principle objectives to fruition. We are assisting where required, in providing direct specialist support ranging including financial and marketing to ELFDA.

We understand and are aware that in order to meet their aims and objectives that the ELFDA will require significant funding. We are therefore committed to helping to raise £10,000 towards the restoration of the Woolridge and College Playing Fields, Pleckgate plus assist with the marketing of their forthcoming Community Share Offer to our members and communities associated with Blackburn Rovers FC.

Should you require any further information with regards to the above please do not hesitate to contact The Rovers Trust.

Kind regards

Rovers Trust
www.roverstrust.com

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Kind regards

Rovers Trust



Wayne Wild, Co-Chairman



Oliver Jones, Co-Chairman

Thursday 4th February 2015

Dear Mr Maynard,

I am the Deputy Head teacher at St. Gabriel's C.E. Primary School and I write in support of the East Lancashire Football Development Association plan.

We support the plan of the development of Woolridge and College playing fields, as a home for the East Lancashire Football Alliance. For many years these pitches had served the Primary Schools of St Gabriel's and our neighbouring school Holy Soul's as our 'home grounds'.

Unfortunately both our schools were built in the late 1960's early 1970's without the appropriate provision for school playing fields to host sporting fixtures. From this time until recent years the school had used the Woolridge and College facilities, through local agreement with the council.

In recent years the council has ceased to maintain the pitches and this has made hosting sporting fixtures very difficult. This year the school football team has had to travel to other schools and clubs to fulfil our 'home' fixtures.

The restoration of these pitches in close proximity to the school would serve to enhance the sporting life of our school and we would fully support the proposal.

Yours sincerely,

Mr Matthew Cross

Deputy Headteacher

Refuse
Her Majesty The Queen
Windsor
10711 The Palace of Cambridge Rd

The FA Group
Wembley Stadium
Wembley
London HA2 9AT

Postal address:
Wembley Stadium
107 Bow Road
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Telephone:
+44 (0)1844 300 3000
Facsimile:
+44 (0)1844 300 3200

Website:
www.thefa.com
www.thefa.com/eng
www.wembleystadium.com



24th April 2014

To whom it may concern:

Development of new models of asset ownership.

The FA is broadly supportive of work to identify alternative, financially sustainable models to develop, manage and maintain grassroots football facilities. This is a key area of work for The FA as further pressure is placed on facility stock currently within public ownership. The grassroots game in England is heavily reliant on the continued support of the public sector and at a time when subsidy is under pressure, it is essential that consideration be given to the development of alternative models of delivery at the local level. Such models should always be developed in partnership with the local authority and The FA who will be able to advise regarding specific proposals.

Yours faithfully,

Peter Kay
Senior Facilities and Investment Manager



The Football Association Limited Registered Address: Wembley Stadium, Wembley, London, W12 8PP, Registered to: FFAF

