



**Boys and Girls Clubs of Wales**

---

**Clybiau Bechgyn a Merched Cymru**

# **STRATEGY 2028**

# **100 YEARS**

**[www.bgc.wales](http://www.bgc.wales)**

Charity No.: 1009142 & 1203908 (CIO)

**March 2024**

# Executive Summary

On 15th September 2028 the Boys' and Girls' Clubs of Wales (BGC Wales) will turn 100 years old - this is a significant moment for such an iconic and cultural organisation that is rooted in the mining communities of Wales. This date will not only be a day of celebration but also the date at which we realise the aims of this strategy. This strategy sets out a vision of how the organisation will look in 2028. This will include the programmes on offer for young people, how the clubs support the young people, the sporting and health opportunities available and the systems and processes to support and sustain a quality organisation. The strategy will also set out the part the Lodge residential centre will play to support the development of young people in Wales but also help the organisation become sustainable. This strategy is ambitious but builds on the work of a well established, continuously growing and learning organisation that aims to provide the best for young people in Wales.

## Our Mission

Support all young people to live healthy and happy lives, develop new skills, have fun, and make a meaningful contribution to their community

## Our Vision

A Wales where young people are equipped with the confidence, skills and abilities to reach their full potential

## Our Values

- Promote equality, diversity and inclusion.
- Be at the heart of the community.
- Be respectful, reliable and trusted.
- Act with professionalism and integrity

# History

For almost 100 years, our organisation has supported young people in some of the most disadvantaged communities throughout Wales. Founded by Captain John Glynn-Jones and David Davies of Llandinam, later to become Lord Davies of Llandinam, our organisation's roots are traced back to the coalfields of the South Wales mining valleys.

Captain Glynn-Jones recognised the problems faced by the young "collier boys" who had little or nothing to occupy them during their leisure time. He came up with the idea of developing clubs where the boys could access healthier lifestyle opportunities such as sport and exercise, cultural activities and develop their discipline and responsibility in their own communities.

The first Boys' Club was officially opened in Treharris in 1923, followed by other Boys' Clubs across the South Wales Valleys. The first Annual General Meeting was held in May 1928 in Cardiff, where the participants agreed on future plans for the development of the organisation. In the summer of that year, during a weekend conference at St Athan attended by leaders, secretaries, and members of the first six boys' clubs – Treharris, Ton Pentre, Treorchy, Nantymoel, Wattstown, and Nine Mile Point Cwmfelinfach – it was decided to establish the South Wales Federation of Miners' Boys' Clubs, with The Rt Hon Earl of Plymouth as its president. Subsequently, on September 15, 1928, the organisation was officially formed.

# Foreword

## **Chairman - Andrew Borsden MBE**

I have been involved with the Boys' and Girls' Clubs of Wales (BGC Wales) for over 35 years as a club leader, partner, and trustee. I have had the privilege of being the Chair of BGC Wales for the last 18 months and in that time, we have undergone a challenging review and have begun to implement many changes and improvements to our organisational leadership, management, administration and our connections and support of our clubs.

These developments are testament to the hard work and positive engagement of our staff team and their willingness to make the BGC Wales the leading national youth work organisation in Wales. In addition, they are supported enthusiastically by a group of motivated trustees and volunteers who are always there to support and offer professional advice.

This strategy is the first step on a journey which will improve our offer to young people and partners, develop our profile internationally and provide quality leadership and management for others to follow. We hope to celebrate our centenary with this strategy being the tool to push our organisation into our next century with renewed vigour, purpose, and determination to provide a quality youth work experience to young people and confidence to our stakeholders and members.

## **Chief Executive Officer - Grant Poiner**

This is the start of my third year as the Chief Executive Officer of the Boys' and Girls' Clubs of Wales (BGC Wales) but this is the first strategy that I have had the pleasure to oversee. Having worked for the organisation in various roles over the past 25 years I feel that I am experienced and that I understand what we need to do to ensure that the Organisation is in a great position for the next 100 years.

I would like to thank all the Trustees, Staff, Club Volunteers and Young People for their support in bringing this strategy to reality. I believe that this strategy is balanced in that it is both ambitious and realistic.

The next few years will be a challenging time for all people in Wales as well as for the organisation and member clubs due to the cost-of-living crisis and the impending cuts to the public purse. However, I feel it is a great opportunity to diversify our income streams and to capitalise on working with businesses in Wales to secure income to benefit young people.

# Introduction

The Boys' and Girls' Clubs of Wales (BGC Wales) will become 100 years old on 15th September 2028, this strategy sets out what the organisation will look like in 2028 and how the organisation can better support young people in Wales to live healthy and happy lives, develop new skills, have fun, and make a meaningful contribution to their community.

Today (2024) BGC Wales has developed into one of the foremost and progressive providers of youth work in Wales with a membership of almost 14,000 young people supported by 2,700 volunteers in 140 affiliated clubs. This membership includes traditional Boys and Girls Clubs in the heart of the former mining communities, youth clubs and sports clubs. The organisation offers young people opportunities by providing a full and varied programme of educational, sporting, cultural and social activities which are designed to be attractive and exciting to young people. This strategy will run from 1st April 2024 until 15th September 2028.

This strategy is set out in five strategic priority areas, these include:

## **COMPREHENSIVE OFFER FOR YOUNG PEOPLE (CURRICULUM)**

The provision of a high-quality national youth work curriculum reflecting the document, Youth Work in Wales: Principles and Purposes.

## **STRENGTHENING THE CLUBS (MEMBERSHIP)**

The club network is the organisation's greatest strength, there is some amazing work by affiliated clubs, however, during the term of this strategy we want to focus on strengthening the clubs so they can continue to transform young people's lives.

## **VIBRANT SPORTING OFFER FOR A HEALTHY MEMBERSHIP (SPORT & HEALTHY LIFESTYLES)**

Sport plays a key role in young people's lives and has been a key part of the organisation for almost a century. The organisation aims to achieve excellence and ensure that there is a high-quality service to young people through the provision of a comprehensive sporting and activities programme.

## **SECTOR LEADING ORGANISATION (LEADERSHIP & MANAGEMENT)**

BGC Wales is a sector leading organisation within youth work in Wales. We will not become complacent and will aim to continually improve and offer the best for young people and member clubs.

## **A FIRST-CLASS RESIDENTIAL CENTRE FOR YOUNG PEOPLE (THE LODGE)**

The Lodge is the organisation's recently acquired residential centre. The organisation plans to transform this facility into a first-class residential facility for young people that will provide a residential experience for every Member Boys and Girls Club.

# STRATEGY 2024-2028



The work of the BGC Wales will be undertaken within the following **Strategic Priority Areas (SPA)**.

# SPA 1 Curriculum

**SPA 1 Curriculum - A comprehensive offer for young people: The provision of a high-quality national youth work curriculum reflecting the document “Youth Work in Wales: Principles and Purposes (2022)”. The curriculum and programmes that we offer at the BGC Wales are what really makes a difference to the young people. These programmes help young people develop and grow, gain new skills and experiences but most of all have fun. The organisation aims to provide a comprehensive offer for young people. The curriculum aims to inspire, educate, and empower young people. Through a variety of programmes, we seek to foster personal growth, global awareness, and community engagement. These include:**



## A. Programmes that inspire and educate young people

BGC Wales Staff members will visit member clubs to promote key events and deliver training with young people. This training will be quite varied but would include informal workshops on areas such as Staying Safe Online, Science, Racism, Coding, Democracy, Mental Health and the Environment. The Award winning “Raise Your Voice” project will continue to help young people get their voice heard and gain an understanding of all areas of politics, whilst the organisation will run employability projects to support young people into employment. BGC Wales will support the South Wales Police through the delivery of the Police Youth Volunteer Hubs thanks to a team of four staff who will embed a learning and development programme. Staff from the New Dragons BGC Club will continue to provide a service for young people with speech and language needs in Flintshire.



## B. International opportunities that change lives

Broadening young people’s horizons through international opportunities is a key part of the work of BGC Wales. Through securing funding from the Welsh Government’s Taith programme we will encourage overseas adventures for young people from Wales. This will help us develop links with Boys and Girls Clubs in the USA, however, we will continue our annual youth exchange with our German partners, TSV Eltingen. All our international activities will aim to recruit participants from member clubs in disadvantaged areas of Wales.

We have in recent years created and provided new opportunities for our representative sports teams to travel abroad and forge relationships with sporting organisations in Germany, Spain, Netherlands and Belgium as well as participating in regular exchanges with NABGC, BGC Scotland and BGC Northern Ireland. We will continue to support this activity but ensure that all activity aligns to Youth Work and the development of young people.

The organisation is also keen to utilise international opportunities to develop capacity within our member clubs and volunteer network and as such an emphasis on international work for club leaders will form a key part of this strategy. In particular, it is envisaged that opportunities to visit Boys and Girls Clubs in the USA will help inspire clubs in Wales to develop plans to expand their youth work offer.



### **C. Training for young people to develop new skills**

We will continue to offer training for young people to develop new skills, however we plan to expand this offer to provide opportunities for young people to undertake the Duke of Edinburgh Award (DofE) scheme.

We plan to deliver the DofE at our Lodge residential centre. We will deliver specific DofE training for staff and volunteer leaders and use the Lodge as our base for undertaking this adventure.

In future years, this training for staff and volunteers will include the Certificate in Basic Expedition Leadership, the Lowland Leader qualification and the Mountain Bike Leadership Training. We know from experience that young people gain a lot of value in undertaking Sports Leadership Awards via the Leadership Skills Foundation, and we plan to extend this offer over the coming years. We are also keen to see young people start their Youth Work journey and undertake training to become Assistant Youth Support Workers.



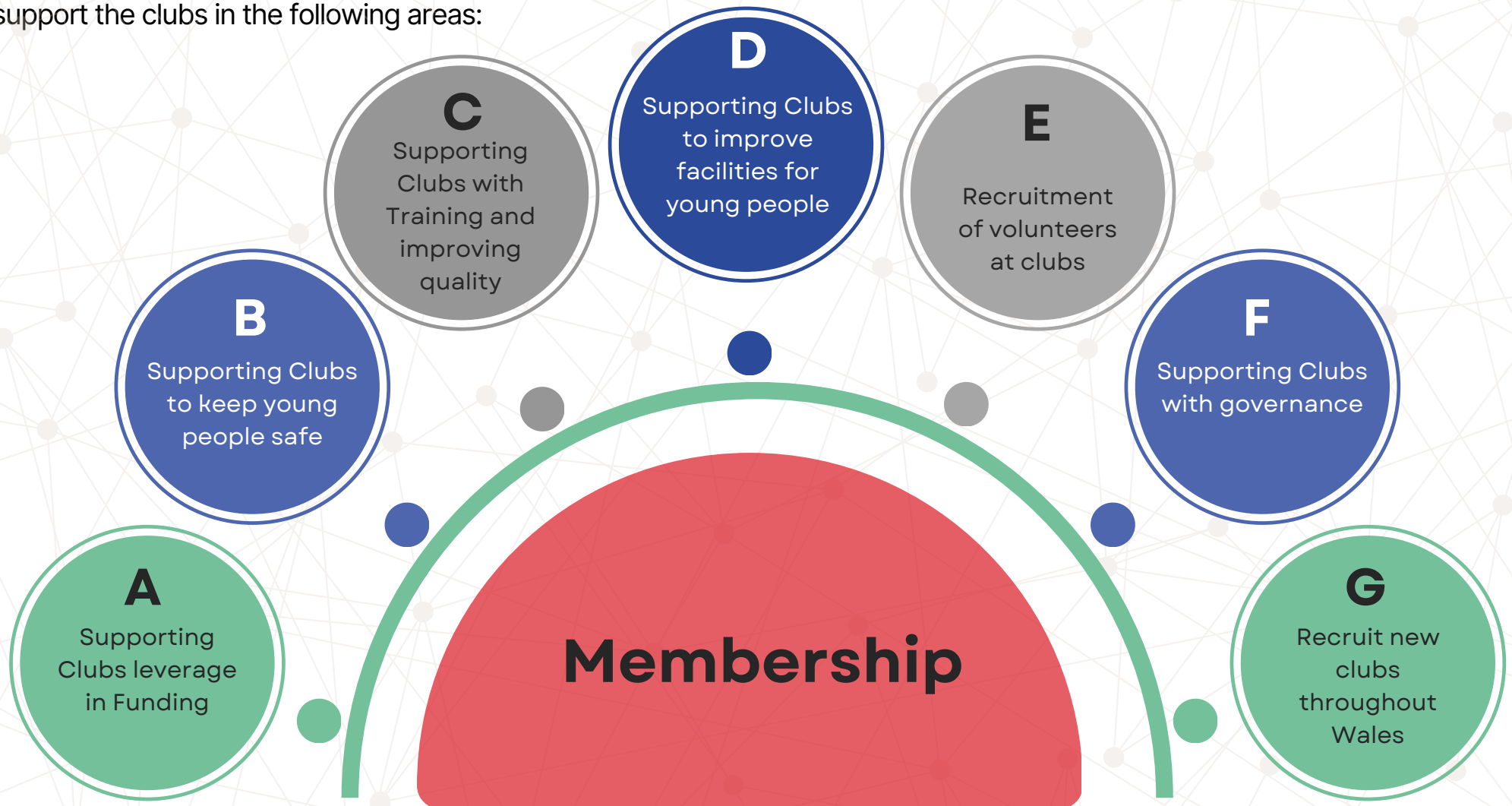
### **D. Opportunities for youth volunteering**

BGC Wales has long recognised the opportunities that youth volunteering can bring to young people’s development, to other young people and also to the organisation. Young people want a different type of volunteering to adults and the organisation needs to tailor a volunteering offer that is suitable for young people. Through having a dedicated volunteering officer and a revised volunteering policy, the organisation will be able to better support young people. This plan will offer new opportunities for both structured and one-off event volunteering for young people as well as link young people to “Time Credits” to reward their commitment to volunteering.

# SPA 2 Membership

**SPA 2 Membership - Strengthening the Clubs:** The club network is the organisation's greatest strength, there is some amazing work by affiliated clubs, however, during the term of this strategy we want to focus on strengthening the clubs.

For over 95 years the success of the organisation can be attributed to the amazing work that the clubs undertake. The volunteers who make so many sacrifices to help young people are so important to driving the organisation forward over the next five years, however, we recognise that there are many challenges that present themselves. The organisation aims to support the clubs in the following areas:





## A. Supporting Clubs leverage in Funding

Recently BGC Wales has appointed a Business Development Manager to secure restricted and unrestricted revenue for the national organisation. However, this role has also been to support clubs applying for funding. During this time there have been many successes with clubs leveraging in funding and the value of this support has been highlighted by the membership. A key aspect of supporting clubs to bring in funding is developing the current individuals at the clubs so they can write better grant applications but also look to recruit new volunteers to support them. We will provide information about grants available, and host “Meet the Funder” events for our member clubs. With this area of work, we will work with partners within the sector such as WCVA and Spoted.

## B. Supporting Clubs to keep young people safe

The safeguarding of young people is imperative in our organisation’s work and is at the heart of all the work that we undertake. As an organisation we ensure that policies and procedures are up-to-date and adhered to, and that BGC Wales staff and volunteers are DBS checked as well as regularly trained so they can ensure that young people are kept safe. Although our members are their own constituted organisations we will not accept affiliation unless they specify that their leaders are DBS checked and safeguarding trained. As an organisation we will support them to undertake DBS checks should they not be able to do it themselves whilst we will develop our learning platform so that it can provide Group A and Group B safeguarding training.





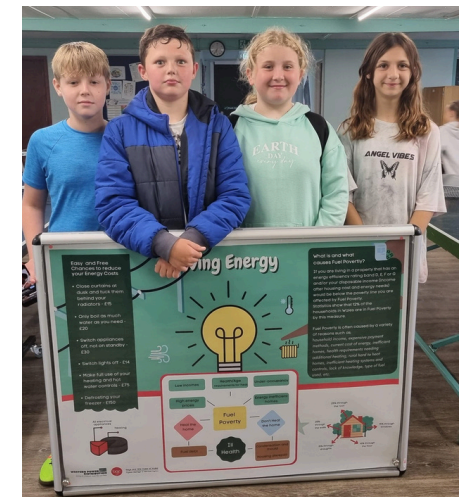
### C. Supporting Clubs with training and improve quality

Through our new E-learning platform CADEMI we aim to provide a range of courses to support clubs to learn and develop. These courses will be made available free of charge to members and will include information such as Risk Assessment, GDPR and Health and Safety. Underpinning this online training is the organisation’s Club Handbook. This will be revised so that we can ensure quality amongst our member clubs. The revised BGC Wales Club Handbook will provide clubs with an A to Z of everything that is required to continue to provide and develop a high-quality service to young people. The Club Handbook will be recommended for all member clubs of BGC Wales.

We will continue to provide our membership with up-to-date policies, advice on insurance, newsletters, reports, national activities programme, health awareness information, training, and conference details. We are committed to providing adequate support to ensure we have a well-informed membership. We also plan to develop a BGC Wales Quality Mark so that clubs can meet basic standards and have a framework to develop further.

### D. Supporting Clubs to improve facilities for young people

Many of our clubs are based in ageing buildings that need various amounts of repair. We believe that young people deserve the best and over the length of this strategy we would like to work with clubs to undertake surveys of the buildings and put plans in place to ensure that they are in a good condition. There will need to be a capital improvement scheme and we will lobby for this with funders and government agencies.



### E. Recruitment of volunteers at clubs

We are indebted to the long-term volunteering at the many Boys and Girls Clubs in Wales, whilst our sports clubs rely on volunteers to take the teams but also provide support to the committee. We plan to work with other agencies to highlight volunteering offers within our club network. We will recruit a volunteer co-ordinator and revise our volunteering policy, so that the national organisation can help the local clubs recruit and train volunteers to support more young people.

## F. Supporting Clubs with Governance

Many member clubs have requested additional support with issues around governance and having the support of experienced individuals as part of their committees. BGC Wales members are not unique in requesting this additional support as currently the wider voluntary sector in Wales has acknowledged a shortage in management roles. BGC Wales plans to be at the forefront of this research within the sport sector in Wales with partners Sported, WSA, Streetgames, Sport Wales and WCVA. Once an initial study has been undertaken with partners we will implement some changes to support clubs with training current committee members but also recruit new trustees with the specific management skills required.

Member clubs are in the process of reviewing their governance in line with charity recommendations and increasingly support is requested from BGC Wales. As such a range of support is planned so that BGC Wales can support club members with making changes to their governance as well as signposting to other agencies who are better placed to support organisations in this area of work.



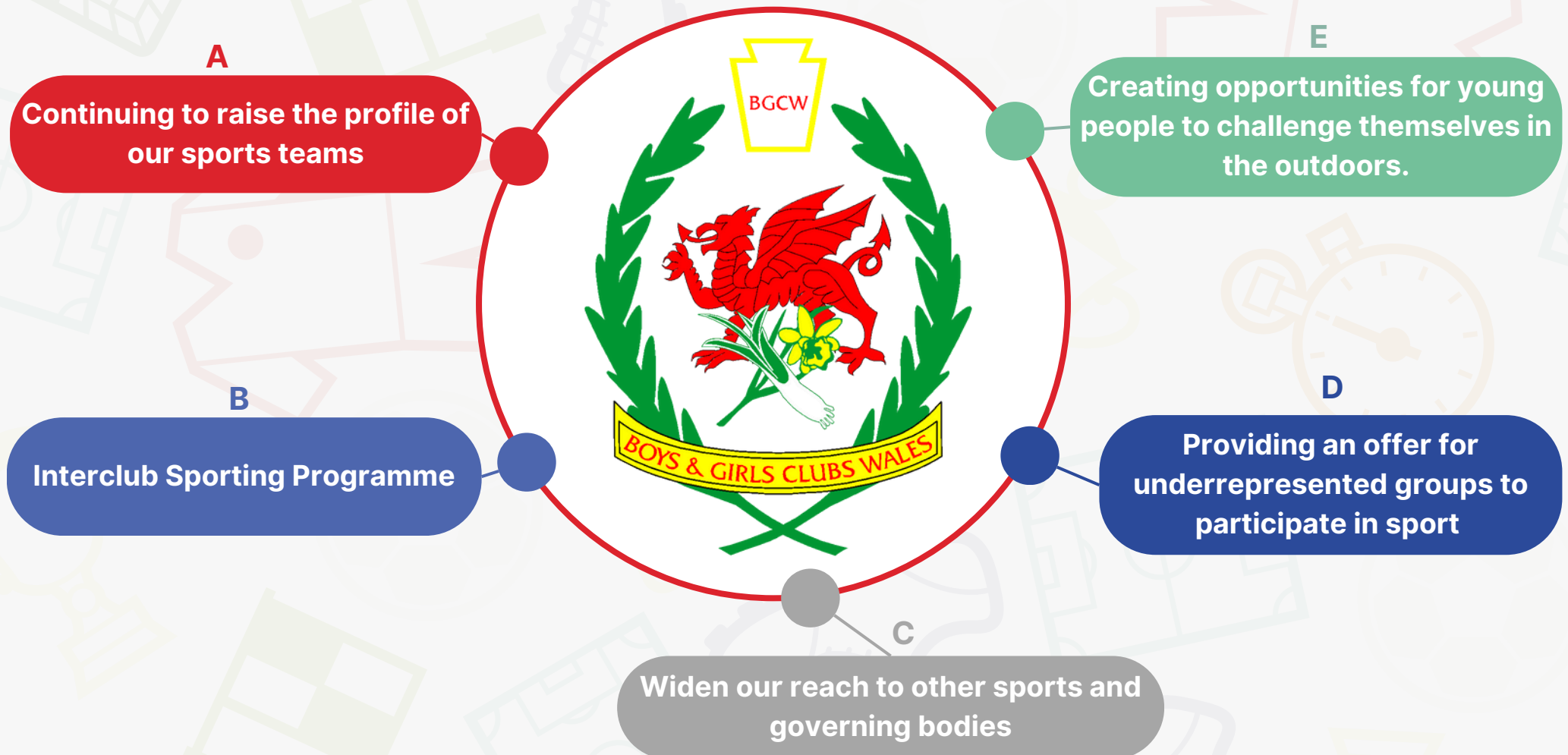
## G. Recruit new clubs throughout Wales

BGC Wales is committed to expanding its membership and enhancing support for young people across Wales. Our strategic roadmap, 'Strategic Priorities: A Timeline,' sets specific targets for increasing the number of member clubs, thereby extending our organisation's services to more regions in Wales. It is imperative for us to continue our growth and engage new member clubs from all corners of Wales but also support communities where previously clubs had closed. We are particularly focusing on bolstering membership in North and West Wales, while also actively recruiting additional staff and volunteers to provide dedicated support to these clubs in realising their full potential.

# SPA 3 Sport & Healthy Lifestyles

**SPA 3 Sport - Vibrant Sporting Offer:** Sport plays a key role in young people's lives and has been a key part of the organisation for almost a century. The organisation aims to achieve excellence and ensure that there is a high-quality service to young people through the provision of a comprehensive sporting and activities programme.

We recognise that the provision of a full and varied programme of sport and activities provides a major attraction for engaging young people in the organisation's activities as well as making a significant contribution to their wellbeing. We aim to achieve this by providing young people with opportunities to develop their personal and social skills, provide new challenges and encourage young people to lead healthier lifestyles reducing the chances of obesity, poor health and, possibly, mental health issues. The organisation aims to support a vibrant sporting offer in the following areas:



## A. Continuing to raise the profile of our sports teams

The Football and Rugby teams have an excellent track record whilst the Boxing section of the organisation has a proud history. We also plan to reintroduce our own Wales-wide Athletics and Cross-Country events. We want to encourage our sports panels to continue the great work and push on to even better things. We are so grateful for the many volunteer hours contributed by the panel members, and we want to promote new volunteering opportunities within each panel to help them take their panels to the next stage.

There are record numbers of young people attending trials and should this growth increase then changes will need to be made to cope with this demand. Particularly if the organisation can promote itself to North Wales and there is further representation from areas that previously haven't participated. During the next five years of this strategy, we will undertake a governance review to ensure that the key volunteers within each panel are ably supported. We are keen to see regular reviews of coaching so that BGC Wales can attract the best quality coaches because the young people in our teams deserve the best coaches supporting their development. Supporting this area, each panel will be encouraged to write their own five-year plan.



## B. Interclub Sporting Programme

Our national activities programme is an ongoing and constantly developing provision of sport and activities designed to meet the needs of young people. This area has been highlighted by young people and by club leaders – there is an eagerness to meet with other clubs and compete. This area will be led by a full time Sports Development Officer. In addition to aiming to increase participation in the existing sports programme, we will also introduce several new activities to our premise-based clubs. These activities could include Bowls, Basketball, Volleyball and Dodgeball, however, it is important that we are guided by the voices of young people.

### **C. Widen our reach to other sports and governing bodies**

As part of this strategy, we will appoint a full time Sports Development Officer so that they can engage with the national governing bodies of sports in Wales. Over the past twelve months, the organisation has had positive discussions with Welsh Bowls, Table Tennis Wales, Basketball Wales, British Dodgeball, Swim Wales, Welsh Cycling and Welsh Athletics amongst others. All these organisations are keen to work with us and promote their initiatives to reach young people that attend our member clubs. A partnership strategy will lead this work.

### **D. Providing an offer for underrepresented groups to participate in sport**

Through our Sports Development Officer we will expand on our work with Black, Asian and Minority Ethnic young people. It is pleasing that many young people from diverse backgrounds regularly take part in the NABGC Cross Country, however, there is much more work we can do as an organisation. We are keen to engage with young people who are sometimes unable to take part in sport and have felt forgotten due to attitudes towards LGBTQ+ in sporting communities. We will continue to develop our Us Girls Project which is aimed at increasing the participation of girls and young women in sport and activities whilst also creating opportunities for social inclusion for those other groups who may feel marginalised. We will also build on our work with the RSBC (Royal Society for Blind Children) and encourage those with a visual impairment to participate in sport whilst we will work with partners to ensure that we are inclusive for young people with disabilities.



### **E. Creating opportunities for young people to challenge themselves in the outdoors**

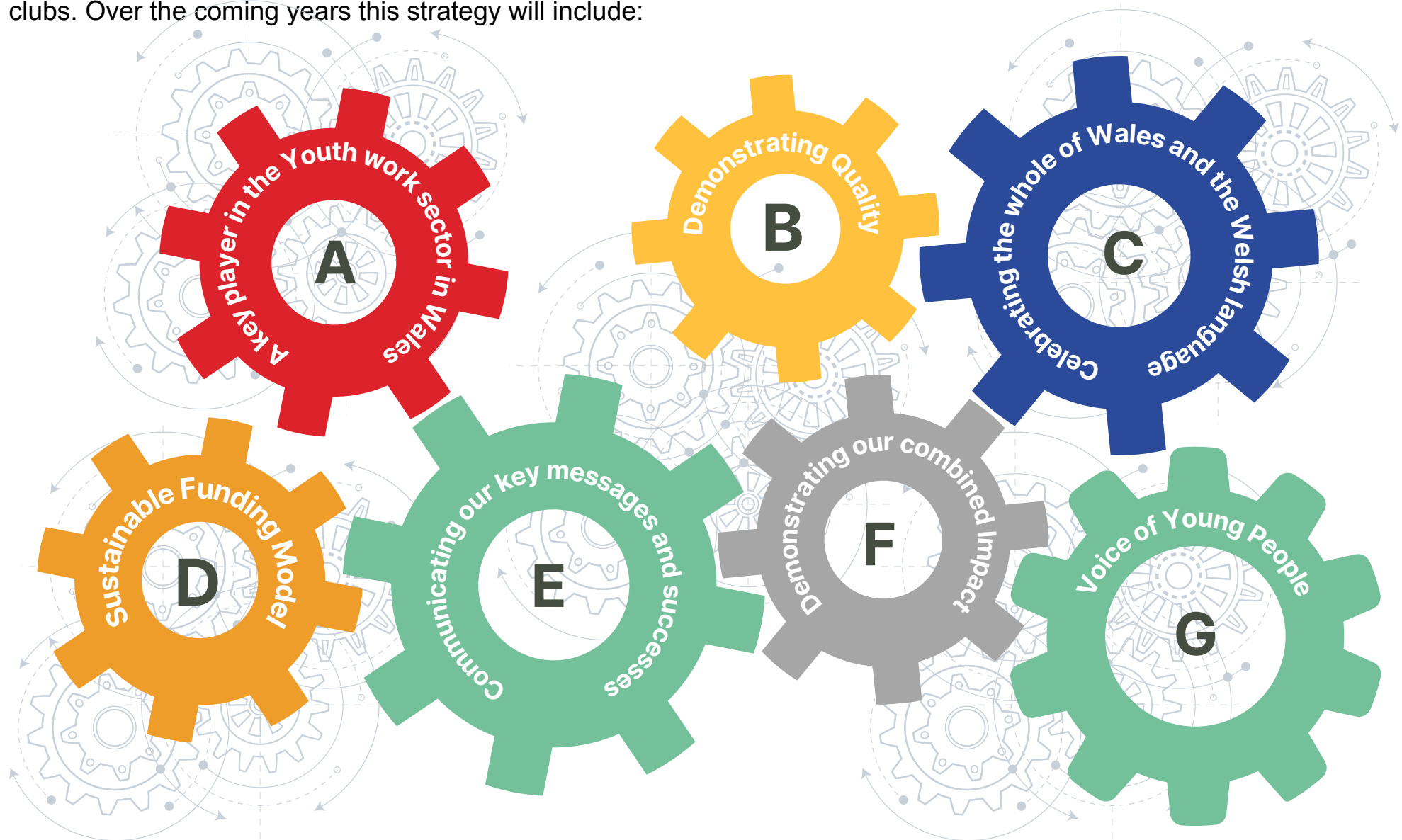
Following the success achieved in the recent NABGC 100 Mile Canoe Test events we will continue to train young people to the British Canoe Association 2 Star standard to enable them to participate in this prestigious test and we will also continue to provide opportunities on offer via the NABGC programme. We will take groups to the Essex Adventure weekend which provides the perfect first opportunity in trying out a range of activities and provide further opportunities for developing the next generation of outdoor leaders at our Lodge Residential centre.



# SPA 4 Leadership & Management

**SPA 4 Leadership & Management - Sector Leading Organisation: BGC Wales is a sector leading organisation within youth work in Wales. We will not rest on our laurels and will aim to continually improve.**

Having a history of over 95 years, BGC Wales is regarded as a sector leading organisation within youth work in Wales. We will not become complacent and will aim to continually improve and offer the best for young people and member clubs. Over the coming years this strategy will include:



## **A. A key player in the Youth Work sector in Wales**

BGC Wales is a key player in the youth work sector in Wales, however, we want to enhance this position by further developing areas of our work. The organisation will continue to support other agencies such as Welsh Government, ETS Wales, CWVYS, Sport Wales and WCVA to ensure that we are able to contribute to developments within the sector. This could involve BGC Wales staff being members of committees and consultative bodies to promote our work as key stakeholders with a vested interest. The organisation will also aim to sustain existing partnerships and create new partnerships. These partnerships will include working with the Duke of Edinburgh's Award, Sport Wales, Leadership Skills Foundation, StreetGames, Sported, WCIA, NABGC, Local Authority Youth Services, Adult Learning Wales and the offices of the Police and Crime Commissioners in Wales. We also work closely with national governing bodies of sport in Wales and adhere to their advice and programmes.

We plan to support the youth sector in Wales and provide opportunities for staff members to continue their professional development by enabling them to play a part in meetings that support the youth work sector within Wales. Our staff currently play a role in the following organisations/committees: Taith Youth Sector Meetings, CWVYS Executive, CWVYS Training Committee, Volunteering Wales Steering Group, Fitness to Practise Panel of the EWC, StreetGames network, NABGC (National Association of Boys' and Girls' Clubs), Professional Advisory Group of Cardiff Metropolitan University and Estyn as Peer Inspectors.

## **B. Demonstrating Quality**

The organisation endeavours to learn from all its experiences and to continue to develop so we can better support young people. BGC Wales is currently a Bronze Award Holder for the Quality Mark for Youth Work in Wales; however, we aspire to be a Gold Award holder by the end of this strategy. Furthermore, from September 2024 Estyn will be inspecting Youth Work and will also have a remit to inspect BGC Wales. We want to ensure that we have the systems and processes in place to have a good inspection.

Quality involves the internal systems and processes that we have at BGC Wales. Although there are robust and effective management and administrative systems in place, staff and trustees will further support these where necessary. This includes using technologies to train staff and volunteers, systems to record data and communication systems to further promote the work undertaken.

To further ensure quality, BGC Wales wants the very best staff to work for us and we will do all that we can to ensure that our recruitment attracts the best candidates. All BGC Wales Youth Work staff who work with young people will be registered with the EWC (Education Workforce Council) and this will be a requirement of any future Youth Worker role within the organisation.

## C. Celebrating the whole of Wales and the Welsh language

We will continue to develop the work of BGC Wales to extend opportunities and experiences to all young people throughout Wales. We acknowledge that as an organisation that has roots in the mining communities of South Wales, we have further work to promote and extend our work in North Wales. We aim to encourage more positive communication with other agencies throughout North and Mid Wales to establish a stronger presence in areas where we are not as strongly represented. This includes our representative sports teams. During the length of this strategy, we aim to recruit staff in North Wales, run sports events in the region and develop partnerships with the local authorities in North Wales.

The CEO is a current member of the Youth Work in Wales Implementation Participation Group (IPG) for the Welsh language and is keen to see the use of the Welsh language develop throughout the organisation. Currently the BGC Wales staff team has one fluent Welsh speaker with four staff learning Welsh. We recognise that we need to do more to promote the Welsh language and to enable staff to become fluent. We also recognise that although jobs are advertised as “Welsh Desirable”, we are failing to attract candidates who can speak Welsh but who are also Youth Work qualified.

BGC Wales aims to lobby the Welsh Government for additional funding to secure a worker who will have responsibility to promote the language and the use of the language in programmes at member clubs.

## D. A Sustainable Funding Model

As a national organisation which has been in existence for 95 years, we are aware that financial sustainability is a key area of our Strategy. The Business Development Manager will be responsible for securing a successful funding strategy to provide financial sustainability for the organisation. This will include a balanced portfolio of income from grants, trusts and funding from Welsh Government but also from fundraising and from corporates. The organisation will continue to look for new ways of securing funds such as social enterprise schemes, new corporate funding events such as golf days and boxing dinners, and by securing working partnerships which will not only attract further funding but also reduce project costs. BGC Wales is also committed to a programme offering private sector organisations’ team building and corporate training events at the Lodge whilst we continually look to establish new private sector partnerships.

Key to securing this funding is the establishment of the Business and Influencers Group (BIG Group), the BIG Group will work with the Business Development Manager to promote the organisation and to develop closer links with the corporate sector. The BIG Group will aim to involve individuals from the membership who have gone on to achieve success in business, sport or wider society.



## **E. Communicating our key messages and successes**

As we approach our centenary, we need to ensure that there is a wider understanding of the work of BGC Wales. Whilst there are areas in Wales that know about the work of the organisation and the rich heritage, there are also many who do not understand what we do. There is a continuing need for BGC Wales to develop its marketing and public relations strategy. We will engage a dedicated marketing and media specialist to develop our image via social media, and regular e-newsletters. Our new website will provide up to date information whilst also portraying a well-established youth work organisation. It is vital that we promote our key messages and successes.

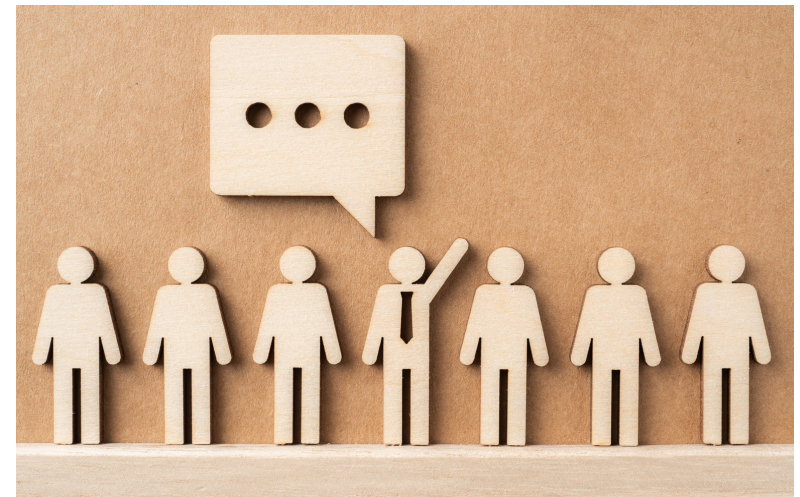
## **F. Demonstrating our combined Impact**

Youth Work in Wales has often been criticised for not being able to demonstrate its impact effectively. This could also be a description labelled at BGC Wales. During the term of this strategy the organisation will develop an Impact Strategy to ensure that the impact of the work can be evidenced and effectively promoted. Currently the organisation uses a Management Information (Views) system to capture data, case studies and gain feedback from stakeholders whilst staff monitor progression using pre and post questionnaires and produce impact reports on completion of projects. These impacts reports will help determine future targets whilst all systems and processes with regards to demonstrating impact will be reviewed and a new Impact Strategy launched. This will be promoted to member clubs.

## **G. Voice of Young People**

BGC Wales has an active Youth Forum. This Youth Forum offers young people opportunities to express opinions and views and discuss issues which affect them. It is vital that young people have a voice in the management of the Organisation and are included in decision making in line with the National Standards for Participation. The group meets regularly and organises residential workshops where they plan and design their own projects and programmes. The BGC Wales staff act as advocates and feedback these views to the board. However, during the length of the strategy young people will have the opportunity to become full members of the Executive Committee.

The organisation will continue to magnify the voice of young people to decision makers in Wales. This will build on the work of the Raise Your Voice project.



# SPA 5 The Lodge

**SPA 5 The Lodge - A first-class residential centre for young people The Lodge is the organisation's recently acquired residential centre. The organisation plans to transform this facility into a first-class residential facility for young people that will provide a residential experience for every Member Boys and Girls Club.**

In December 2021 the organisation took over the lease of The Lodge residential centre in Bettws, Bridgend. We have exciting plans for the Lodge. The Lodge is a 40-bed accommodation centre which will provide life changing opportunities for young people as well as provide sustainable income to the organisation. Over the coming years the areas that the Lodge Manager will focus on:



## A. Develop a new Business Plan for the Lodge

To accompany this strategy there will be a new Business Plan for the Lodge. There is an existing Business Plan that was devised before assuming the lease in 2021. However, now that the Lodge has been in use for the past two years, it appears to be an opportune moment to reassess this plan and introduce a new one based on feedback from all stakeholders. The Lodge is a fundamental part of the organisation's plan and this new Business Plan for the Lodge will dovetail with this strategy to provide life changing opportunities for young people as well as provide sustainable income to the organisation. This new Business Plan for the Lodge will be launched in September 2024. As well as supporting the organisation it will also highlight the benefit to the local community and businesses.



## B. Develop new ways of generating income

Once operating effectively, the Lodge will provide an additional income for the organisation that will help secure core costs, however, this may not be realised until the Lodge has been promoted effectively and occupancy rates have increased. The Lodge will be promoted to all the member clubs within the organisation and will have a key focus on providing opportunities for the membership. However, there is also an opportunity to market the facility to schools and other groups and partners that the organisation works with, these opportunities include team building weekends, outdoor learning residentials, programmes to develop young people's resilience and improve their mental health outcomes.

## C. Invest in the building and wider facilities

The Lodge is an exceptional asset for the organisation, and it will continue to be a place where young people's lives are changed over the next few decades. However, the Lodge needs some investment to ensure that it meets the needs of the organisation and is a place that groups look forward to returning to year on year. The building is almost 15 years old and as such there are some changes that need to be made. We plan to enhance the overall experience and amenities at the Lodge Residential Centre to create a unique and memorable destination for all visitors. There are improvements to be made with the social spaces, the kitchen and the outdoor area as well as a storage solution. We plan to slowly invest in the facility to act upon feedback from users to ensure that it is well used and can benefit all users. It is our plan to improve comfort, safety, and accessibility for guests while preserving the natural beauty and character of the surrounding environment.



## D. Create Stronger Links with partners

In order to maximise the use of the facility BGC Wales will need to establish good working relationships with partners and stakeholders. Current partnerships have been set up with the Outdoor Partnership, Education Authorities, Social Services and National Governing Bodies of Sport, however, further work needs to be undertaken that will help all organisations achieve their aims. We plan to promote the Lodge Residential Centre as a premier destination for school groups, youth organisations, and community organisations through targeted marketing and through developing partnerships.

# TIMELINE

To support “**Strategy 2028 – 100 Years**” we would urge readers to read the accompanying document “**Strategic Priorities: A Timeline**”.

This document compliments the new Strategy by providing further detail on how the new strategy will be implemented.



# CELEBRATING THIS STRATEGY AND THE CENTENARY

**BGC Wales** is eagerly anticipating its **100th anniversary**, set to take place on **Friday, September 15th, 2028**. This momentous occasion represents a milestone that our founding visionaries could only have envisioned. As we approach this significant date, it is essential to reflect on and celebrate all that has been accomplished over the past century and the profound impact our organisation and member clubs have had on the lives of young people.

The first 100 years must be a legacy to ensure that the service is available for all young people of future generations.

To mark this historic event, we are planning a series of festivities, including a robust publicity campaign, engaging community events, a special birthday celebration, and the unveiling of a prestigious new recognition awards programme.