A Guide to Mini-Football Pitches
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1 Introduction

This document is a guide for FIFA member associations (MAs), facility operators and other parties considering, undertaking or reviewing mini-pitch (MP) facility developments.

It highlights the advantages of this type of facility and key considerations relating to their development.

The purpose of this guide is to:
1. Illustrate the range of benefits of MPs
2. Explore the various options when investing in MPs
3. Stimulate ideas through real case studies

1.1 What are mini-pitches?

The understanding of what constitutes an MP differs from country to country, but broadly it can be defined as a purpose-built, smaller-size playing surface – either indoor or outdoor – on which small-sided football games can be played.

Small-sided football formats
Small-sided football matches are any played with teams of less than 11 a side. The format may differ according to technical requirements, but in general it will be 4 v 4, 5 v 5, 7 v 7 or 9 v 9, depending on the age group.

Futsal is a 5 v 5 game played with a smaller ball with a reduced bounce. Futsal courts have specific requirements, but can be considered as MPs. For more specific details on futsal courts, please refer to the Futsal Laws of the Game and the FIFA Football Stadiums: Technical Recommendations and Requirements book.

In terms of size, most MPs are between 20m and 55m long and 15m and 37m wide. Facilities in the MP category can vary significantly across facility type, configuration and surface type, among other factors. This guide explores these variations and how they relate to the objectives, funding and usage requirements of the facility.

Developmental versus recreational – MPs are used for all levels of football, for training and for competitive matches. This guide refers to developmental (organised activities) and recreational (spontaneous activities) usage throughout.
2 The benefits of mini-pitches

MPs offer a variety of benefits across a range of interrelated football and social areas.

This section will:

• Outline the benefits of MPs to players of all levels
• Highlight the benefits of MPs for stakeholders
• Show the impact of MP facility development on participation
• Demonstrate the additional benefits of MPs

2.1 Benefits for players

Small-sided football benefits the technical development of players of all levels and ages, from grassroots and recreational participation to advanced elite development. In particular, MPs provide younger age groups with a good environment in which to enjoy the game and develop their skills.

MPs are ideal for learning and training: by taking part in practice drills, routines and games on MPs, players will develop skills that can be applied in matches on a full-size pitch. Players are more involved in the game, both in attacking and defensive situations, in smaller-sided games. This intensive involvement is key to learning the game and developing technique.

In small-sided football:

• Players touch the ball five times more often in 4 v 4 matches and 50% more in 7 v 7 matches.
• Players are involved in one-on-one encounters three times more often in 4 v 4 matches and twice as often in 7 v 7 matches.
• Players are more likely to score, with goals scored on average every two minutes in 4 v 4 matches and every four minutes in 7 v 7 matches.
• Goalkeepers are called into action between two and four times more often in 7 v 7 matches than they are in 11 v 11 matches.
• The ball is out of play 8% of the time in 4 v 4 matches, 14% of the time in 7 v 7 matches and 34% of the time in 11 v 11 matches.
2.2 Benefits for stakeholders

Pitches are key to the development of the game. In order to improve the quality and quantity of football within a country, the number of playing surfaces must increase. Smaller-dimensional pitches are cheaper to install and operate than full-size surfaces, making them a cost-effective solution to the demand for football facilities. Several MPs can often be installed for the same cost as a single full-size pitch.

Finding a suitable site to develop a full-size pitch can be challenging, particularly in densely populated metropolitan areas (which often have the greatest need for football facilities) or countries with limited suitable land. MPs, though, can be located in a variety of settings, including:

- School playgrounds
- National and regional technical centres
- Built-up urban areas (e.g. rooftops)
- Club training grounds
- Company recreational grounds
- Parks and municipality facilities

MP in a challenging landscape
Supporting participation growth through MPs

MPs can have a positive impact on recreational participation, giving more players across all grassroots categories the opportunity to play the game. MPs support informal play, making the game accessible to more groups:

- **Fewer players required**: it is easier to gather eight or ten players for a small-sided match than 22 for a full-size game.
- **Less intimidating**: MPs are more appealing to players of varying levels of fitness and ability.
- **Safe environment**: MPs provide safe, attractive environments for players.
- **Accessibility**: MPs can be located in the heart of the community, maximising accessibility.
- **Low-cost**: lower installation and running costs ensure MP access can be affordable.

As well as promoting general participation, the removal of these barriers to participation helps make football accessible to key target groups, including younger age groups and girls.

Participation in Norway grew by 15% for under-19 boys and 35% for under-19 girls between 2001 and 2004, in part due to a programme of MP development.
2.3 Social and community benefits

MPs can also support a range of social and community needs. The accessibility of MP facilities to a wide range of social groups can have the following benefits:

- Developing relationships between the football family, the local community and government bodies
- Promoting social inclusion and personal development
- Preventing delinquency and youth offending
- Serving as a catalyst for urban renewal
- Tackling obesity and other health-related issues

Case study – Football for Hope Centres: social and community benefits of mini-pitches

**Football for Hope programme**

Launched by FIFA in 2005, Football for Hope is an initiative contributing to social development around the world. The programmes that are part of Football for Hope address social issues that are locally relevant and meet the needs of the thousands of young participants and the community in which they are raised.

**Football for Hope Centres – 20 Centres for 2010, the official campaign of the 2012 FIFA World Cup™**

- The aim was to create 20 Football for Hope Centres to promote public health, education and football in disadvantaged communities across Africa.

- Through football, the centres were tailored to reach young people and tackle the social challenges within the specific locale.
In addition to football activities, each centre has a range of locally tailored programmes, such as HIV/AIDS awareness, literacy, gender equality, disability and integration. The organisation chosen as a centre host manages day-to-day activities with the support of the local community, progressively turning the centre into a self-supporting hub for social development through football.

Key components of the Football for Hope Centres
- Infrastructure, including a football turf MP and a space for learning
- Public health services, including health-awareness programmes
- Education in areas such as computing and leadership skills
- Football pitch, through which football becomes the ideal tool for tackling social challenges and bringing communities together

All components are in accordance with local requirements and in collaboration with local partners.

Case study – Norway: the positive social impact of mini-pitches

In Norway, where 94% of MPs are located in school grounds, the facilities are used extensively during the school day, both for physical education lessons and by children during breaks and after school hours (up until 22.00 or 23.00). Although the MPs are configured for multi-sport use, almost all usage is for football.

Research shows that the MPs have had a positive impact on a number of social factors in the schools:
- 94% of schools report a positive impact on social inclusion.
- 99% of schools report a positive impact on socialisation.
- 90% of schools report a positive impact on trouble in the school playground.
- 92% of schools report other benefits.

These facilities have proven to be:
- A safe place for young people to practise, play and meet without parents
- A positive place to meet in their neighbourhood
- When benches were also installed, a place for non-participants to also socialise

See Mini-pitch case studies – CS:1
3 Planning a mini-pitch facility

There are a number of factors to consider during the MP planning process.

This section will:
1. Provide a planning framework for MP facilities, establishing key project criteria and exploring their impact on planning decisions
2. Illustrate different scenarios relating to decision-making on facility and surface type, matching objectives, usage and funding
3. Explore how the source of funding can impact on planning decisions, balancing the interests of project stakeholders
4. Address detailed facility configuration planning: facility type, surface type and other key considerations

3.1 Establishing the project parameters

Before undertaking detailed planning decisions, the project parameters must be established:

Objectives
What are the aims of the MP project?

Usage
How will the MP facility be used?

Funding
What resource (financial, land, other contribution) is available?

3.1.1 Objectives

The aims of the MP facility are an essential consideration: what is its intended purpose and what are the specific objectives or targets? These may be:

1. Supporting the overall development of football, including:
   - Delivery of quality facilities to support elite development
   - Increase of recreational participation
   - Targeted growth in grassroots football

2. Addressing social and community needs through football, including:
   - Promoting healthy lifestyles and physical activity
   - Tackling issues around social inclusion and equality
   - Working to reduce youth offending
In many cases, an MP development project will have multiple interrelated objectives. It is important to prioritise these.

Commercial operators are likely to see profit generation as their primary objective, while a football club may install MPs to support elite youth development programmes, for example.

### 3.1.2 Usage

The usage of an MP facility should be assessed in detail. Within the context of the project objectives, and allowing for funding limitations, which groups will use the facility and what will they use it for?

Who are the main target user groups for the facility:
- Ability level
- Age groups
- Gender

What will be the main usage type:
- Matches
- Training
- Leagues
- Football festivals
- Informal/recreational

Developing a detailed picture of the likely MP facility usage will, through analysis of local participation, trends and the existing provision, determine the likely level of demand for the MP facility.

The age groups of the prospective users will influence the size and configuration of the MP. Younger age groups will generally play smaller-sided matches, requiring smaller playing areas, while older age groups generally need larger playing areas.

If the MP facility is intended for use across a range of age groups, some flexibility in configuration may be required.
Assessing MP facility usage
To build a detailed picture of the likely MP facility usage, work through the following steps/questions:

1. Who will use the planned MP facility?
2. What facilities are already available in the catchment area?
3. What are the participation trends across the target usage groups?
4. Develop a usage model

For an expanded facility usage planning tool, see Practical tools – PT:1

3.1.3 Funding
The finance and resources available to the project will inform key project planning decisions:

1. What land is available for the MP facility and where is it located?
2. What is the budget for the facility development and what are the funding sources?
3. Are any additional resources available, for example, value-in-kind materials or volunteer support?

Funding limitations may directly impact on the ability to achieve the project objectives, which may then need to be modified accordingly. A contribution from a government body, for instance, may be given in return for commitments relating to the use of the MP facility, such as:

- Providing certain access for other sports
- Providing open community access, either at all times or for a set period
- Achieving targets on participation for key grassroots categories (such as socially disadvantaged young people)

Funding and land often come from multiple sources, the requirements of which must be balanced accordingly. Possible MP facility funding sources include:

- Governing bodies (such as FIFA Goal funding)
- Government or municipality
- Commercial sponsorship
- Private investment
- Lottery
- Non-governmental organisations
- Schools
Facility development presents a good opportunity to build mutually beneficial relationships with both the public and private sectors.

### Sourcing land
Finding even the relatively small parcel of land required for the development of an MP can be challenging. The following routes should be explored at the project planning phase:

1. **Work with educational bodies**
2. **Explore opportunities in public spaces**
3. **Approach the owners of unused space**
4. **Discuss opportunities with environmental agencies**

*For an expanded guide to sourcing land, see Practical tools – PT:2*

### Public-private partnerships (PPPs)
A PPP is a collaborative venture between a public (government) body and a private sector organisation (such as a company or football body).

1. A public body may provide funding or resources if an MP facility project fits the strategy.
2. A public body will usually demand something in return for providing funding or resources.
3. Working together with other sports can improve funding opportunities.

*For an expanded guide to PPPs, see Practical tools – PT:3*

### Case study – Norway: PPPs for mini-pitch development
MP facilities in Norway generally consist of single MPs built on municipality or school land. A typical funding scenario is as follows:

- **National lottery fund** – 50%
- **Governing body (Norwegian Football Association)** – 8%
- **Discounts from suppliers and contractors** – 10%
- **Contributions from voluntary workers** – 12%
- **Sponsors*** – 10%
- **Municipality** – 10%

*Either larger sponsors supporting facility development nationally or targeted local sponsorship arrangements.*

*See Mini-pitch case studies – CS:1*
The involvement of governing bodies in a facility development project can help attract additional funding from the public and private sectors. The European experience has shown that for every USD 1.30 invested by governing bodies, USD 2.66 has been invested by other partners.

### Project parameters checklist

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear project objectives have been set out and prioritised</td>
<td>✓</td>
</tr>
<tr>
<td>Facility user groups have been considered in detail</td>
<td>✓</td>
</tr>
<tr>
<td>Facility usage type has been considered in detail</td>
<td>✓</td>
</tr>
<tr>
<td>It is clear what land is available for the MP development</td>
<td>✓</td>
</tr>
<tr>
<td>It is clear what funding is available for the MP development</td>
<td>✓</td>
</tr>
<tr>
<td>Avenues for additional resources have been explored</td>
<td>✓</td>
</tr>
<tr>
<td>Conditions of funding or resources have been considered and can be met</td>
<td>✓</td>
</tr>
</tbody>
</table>

### 3.2 Project planning detail

With the project criteria established, decisions can be made on which type of facility best matches the requirements as well as the most appropriate surface type and the detailed configuration of the facility.

#### 3.2.1 Facility type

There are a number of MP facility types, including:

1. **Individual MP**: requiring only a small area of land, individual MP facilities are often enclosed (or “caged”) and frequently have free public access. There are often a number of such MP facilities across a country, region or metropolitan area.

2. **Multi-MP facility**: purpose-built MP centres with multiple MPs, owned by commercial operators or governing bodies

3. **Indoor**: often multi-use sports halls or gyms, the majority of futsal courts are indoor facilities

4. **Mixed facility development**: an MP or MPs may be part of a larger football or sports centre, with full-size pitches of varying surface types and other facilities.
3.2.2 Configuration

The project criteria, in particular the anticipated facility usage, will determine the size of the MP. Many governing bodies have guidelines on playing surface size according to age group – see table 1 below.

Some MPs have a flexible configuration, accommodating users of a range of age groups in a single facility.

<table>
<thead>
<tr>
<th>Football Association/Location</th>
<th>Length (m)</th>
<th>Width (m)</th>
<th>Area (sq. m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royal Dutch Football Association (Netherlands)</td>
<td>70</td>
<td>55</td>
<td>3,850</td>
</tr>
<tr>
<td>Royal Dutch Football Association (Netherlands)</td>
<td>60</td>
<td>42.5</td>
<td>2,550</td>
</tr>
<tr>
<td>The FA – under-10s/9s (average) (England)</td>
<td>50</td>
<td>32</td>
<td>1,600</td>
</tr>
<tr>
<td>Turkish Football Association</td>
<td>50</td>
<td>25</td>
<td>1,250</td>
</tr>
<tr>
<td>The Football Association of Ireland</td>
<td>40</td>
<td>30</td>
<td>1,200</td>
</tr>
<tr>
<td>The FA – under-8s/7s (average) (England)</td>
<td>37</td>
<td>23</td>
<td>851</td>
</tr>
<tr>
<td>Football Federation Victoria (Victoria, Australia)</td>
<td>34</td>
<td>24</td>
<td>816</td>
</tr>
<tr>
<td>Swedish Football Association</td>
<td>40</td>
<td>20</td>
<td>800</td>
</tr>
<tr>
<td>Football Union of Russia</td>
<td>40</td>
<td>20</td>
<td>800</td>
</tr>
<tr>
<td>UEFA Jubilee project, average</td>
<td>28</td>
<td>18</td>
<td>504</td>
</tr>
<tr>
<td>German Football Association – under-10s</td>
<td>20</td>
<td>13</td>
<td>260</td>
</tr>
<tr>
<td>Finland Football Association</td>
<td>21</td>
<td>12</td>
<td>252</td>
</tr>
</tbody>
</table>

| Futsal                                         |
| Non-international matches                      |
| Minimum                                        | 25         | 16        |
| Maximum                                        | 42         | 25        |

| International matches                          |
| Minimum                                        | 38         | 20        |
| Maximum                                        | 42         | 25        |

Table 1: Example of recommended MP sizes by football governing body
Example configurations:

Case study – Turkey: flexibility to support technical needs

The Turkish Football Association (TFF) originally oversaw a programme of individual MP installations across Turkey:

- **Objective**: to increase recreational participation and community play
- **Funding**: governing bodies, municipalities
- **Usage**: free public access, used predominantly by youth players (aged 12-17)
- **Configuration**: 24m x 14m, boarded MPs
- **Location**: primary school grounds

A review of MP strategy identified clear issues relating to the MP configuration, as well as their operation. The model was revised accordingly:

- **Usage**: younger age groups (7-12) generally play in smaller dimensions, with older age groups (12-17) playing the full area of the MP.
- **Configuration**: the size of the MPs was increased to 50 x 35m to provide a larger playing area for the 12-17 age group. The new MPs have the flexibility to create two smaller MPs by playing across the width.
Phase 1 MP installation

Phase 2 MP installation

See Mini-pitch case studies – CS:2
3.2.3 Multi-sports games areas

Depending on the playing surface, MPs can accommodate other sports including handball, basketball, field hockey and volleyball via minor changes to the configuration and the installation of additional equipment at a negligible additional cost. Such MPs may be referred to as multi-use games areas (MUGAs) or multi-sports games areas (MSGAs).

Multi-sport configuration can increase the utilisation level of the MP facility. In some instances, accommodating other sports may be essential:

1. **Conditional funding**: a funding contribution from a government body may be contingent on making provision for other sports.

2. **Facility viability**: in markets where football is a minority sport, there may be a need to configure an MP to accommodate mainstream sports to ensure facility viability.

3. **Land constraints**: in areas where land is scarce, working with other sports may be the only way to deliver an MP facility.

It is important to seek to address local sporting needs when considering multi-sport configuration. Accommodating other sports may also require compromise on the playing surface type and MP size dimensions, depending on the sports that share the facility. Prioritisation of the different sports during the planning stage is therefore essential.
### 3.2.4 Playing surface type

There are a number of possible playing surface types for MPs. Surface selection will depend on the project criteria along with other factors including location, facility type (particularly whether it will be indoor or outdoor) and whether the surface must be suitable for other sports.

MPs will generally have heavier usage than full-size playing surfaces. Players have contact with a smaller area and use it more frequently than they would playing on a full-size pitch. MP facilities are often used intensively. This should be considered both when selecting the surface type and in taking steps to ensure the quality of the surface is retained.

Playing surface quality is a key factor in the training and development of a player. A good MP playing surface should:

- Be safe, minimising the potential for injury
- Provide an attractive environment
- Allow for good ball movement/playing characteristics
- Be playable for long periods of time
- Be of sufficient quality to retain its playing characteristics for its lifespan

Given the intensity of usage, natural grass playing surfaces are not considered suitable for MP facilities. Football turf is generally considered to be the best alternative to natural turf, although other surfaces may be more suitable in certain instances and provide other benefits. Polymeric surfaces, for instance, are better suited to multi-sport use, working well for football and basketball although they are considered too shock-absorbent for tennis.

The maintenance requirements should also be assessed when choosing the playing surface type. The manufacturer’s recommended maintenance schedule should be achievable. If the recommendations cannot be followed, the surface should not be chosen.

The MP playing surface should be selected according to individual project requirements.
The table above highlights the benefits and drawbacks of each possible playing surface. In this table, it is clear to see which surfaces have specific attributes as indicated by the number of ● under each specific attribute.

It is important to note that the success of any playing surface will depend on:

- Good construction
- Appropriate maintenance resources
- Good maintenance knowledge
- Controlled usage

The use of concrete and compacted dirt is not recommended for mini-pitches. Concrete MPs will often fall victim to minor problems that create major safety hazards. Compacted dirt is very difficult to maintain as an MP.

Futsal should be played on flat, smooth and non-abrasive surfaces, preferably wood or an artificial material, depending on the rules of the competition. Concrete or tarmac should be avoided for futsal. Artificial turf pitches are only permitted in exceptional cases and for national competitions.

<table>
<thead>
<tr>
<th>Surface type</th>
<th>Indoor/outdoor</th>
<th>Multi-sport use</th>
<th>Player safety</th>
<th>Low maintenance</th>
<th>Low install costs</th>
<th>Looks like grass pitch</th>
<th>Plays like grass pitch</th>
<th>Long lifespan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-pile football turf</td>
<td>in/out</td>
<td>●●●●</td>
<td>●●</td>
<td>●●●●</td>
<td>●●</td>
<td>●●</td>
<td>●●</td>
<td>●</td>
</tr>
<tr>
<td>Short-pile football turf</td>
<td>in/out</td>
<td>●●●</td>
<td>●●</td>
<td>●●●●</td>
<td>●●●</td>
<td>●●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Asphalt/tarmac</td>
<td>out</td>
<td>●●●</td>
<td>●●</td>
<td>●●●</td>
<td>●●●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Polymeric</td>
<td>in/out</td>
<td>●●●●</td>
<td>●●</td>
<td>●●●</td>
<td>●●●</td>
<td>●●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Wooden</td>
<td>in</td>
<td>●●●</td>
<td>●●</td>
<td>●●</td>
<td>●●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
4 Mini-pitch ownership and operation

The operational requirements of an MP facility should be considered during the project planning phase. Facilities have different operational requirements, depending on the project criteria and planning detail.

This section will:
- Introduce different models of ownership and operation of MP facilities
- Consider different operational requirements relating to project criteria and planning detail
- Highlight the importance of effective operational planning in terms of assigning project ownership and defining clear areas of responsibility

4.1 Ownership

Regardless of the objective of the MP facility, the issue of ownership is of primary importance. The facility “owner” usually assumes responsibility for the operation and management of the facility. Where a facility has multiple stakeholders, the issue may be more complex, with responsibilities assigned to different parties. In such instances, it is essential to clearly define areas of responsibility. An MP facility owner may be a:

- Governing body
- Football club
- School
- Commercial operator
- Municipality

While facility ownership, and overall responsibility for it, may rest with a single party, other stakeholders might have an operational role. For example, a governing body may have overall responsibility for the operation of the facility, while the local municipality is tasked with the facility maintenance.

Mini-pitch ownership: the European experience

In Europe, a coordinated programme of MP development has resulted in numerous individual MP facilities across many markets. Often funded by multiple sources, facility ownership is broken down as follows:

1. Municipality – 75%
2. School – 23%
3. Club – 1%
4. Other – 1%
4.2 Public access to mini-pitch facilities

Many MP facilities around the world have free public access. Often located in schools or public spaces, the MPs can be made available for general public use outside school hours.

This type of facility can present operational challenges:

- **Maintenance**: with a municipality or school as the designated facility owner, many MP facilities of this type have suffered from inadequate maintenance.

- **Misuse**: the lack of access control increases instances of overuse and misuse of MPs. Together with inadequate maintenance provision, this can have a detrimental effect on surface quality.

- **Anti-social behaviour**: some facilities of this type have become a noise nuisance, particularly in urban locations. Vandalism has also been a recurring problem, although anecdotal evidence shows a certain amount of “self-policing” of the facilities in some locations.

- **Surface renewal**: as facilities of this type do not generate revenue, facility renovation and eventual surface replacement planning is often neglected.

**Case study – Finland: public access to MP facilities**

**Finland has over 200 single MP facilities across the country:**

- **Objective**: increase youth participation, get more girls playing football
- **Funding**: government/municipality 75%, sponsors 25%
- **Usage**: free open access, open all year round from 08.00-22.00. 90% football usage. Provision for volleyball, basketball, tennis and other activities.
- **Configuration**: primarily 21 x 12m floodlit MPs, configured for multi-sport use
- **Location**: throughout the country, virtually exclusively in primary school playgrounds. There have been some issues with noise where the MP is located in an urban area.
- **Surface type**: generally sand-filled football turf with an expected useful lifespan of five years
- **Utilisation**: 75% on weekdays, 25% after 18.00 and at weekends

**Operation:**

- **Ownership**: The municipality or school where the MP is located owns and operates the facility. Each municipality has a full-time staff member to oversee the MP facilities. The governing body also employs a staff member to oversee all the MPs.
- **Maintenance**: pitches are brushed regularly and deep-brushed annually, although there have been problems with inadequate maintenance.
4.3 Commercially-operated mini-pitch facilities

Where the market can support sufficient recreational demand, commercial operators may run multi-MP centres with the primary objective of generating profit.

Such centres generally offer a high standard of facility, and are viable only in markets that can support sufficient demand. Adult recreational usage is usually the key revenue driver. Operators offer opportunities for teams to participate in organised leagues, providing referees, matchballs and undertaking the associated administration.

Commercial MP facilities can generate supplementary revenue from additional facilities on site, such as cafés, bars and shops. These can contribute as much as 30% to overall revenue.

4.4 Financially sustainable mini-pitch facilities

MP facilities may also be operated on a commercial basis with the aim of long-term financial sustainability, rather than profit generation. This model of operation is appropriate for non-profit entities such as governing bodies or municipalities. The revenue generated is used to cover the costs of running the facility, which include:

- **Operation**: maintenance, staff, supplies, utilities/services, marketing and administration

- **Surface renewal**: a budget should be in place for replacement of the playing surface(s), with monthly payments into a sinking fund to cover the cost of replacement.

The playing surface hire rates set should be affordable, but should ensure that the MP facility covers costs. Any budget surplus can be reinvested into the facility or other facilities as required.

Certain MP user groups may subsidise other key target groups. Adult recreational use can be a key revenue driver, with usage concentrated during peak times. Peak-time rates can be set to allow other groups – such as children and community groups – to be subsidised or to provide free access during off-peak periods.
Case study – Egypt: self-sustainable MP facilities

Background
In 2012, FIFA installed four football turf MPs in the Sports Development Centre in Heliopolis, Egypt. The facility is managed by the Ministry of Sport, and the Egyptian Football Association has priority usage.

Utilisation
• The pitches are used mainly for grassroots and youth football.
• Many local companies, such as banks, petroleum companies and other governmental and private organisations, have agreements to rent the pitches for training periods of one year.
• Additionally, the facility hosts regular matches and tournaments for a fee.
• The end result is that the pitches are used continuously between 09.00 and 22.00 every day.

Financial model
• The utilisation model of the facility guarantees a reliable income of over USD 6,000 per month.
• All maintenance and running costs are covered from this income and additional money is set aside for the replacement of the football turf in five years.

Financial planning
Careful financial planning is essential for any MP facility, particularly if the goal to operate a financially sustainable MP facility. Every possible cost should be considered and planned for and every avenue for generating income explored.

See Practical tools: Sample financial planning tool for a mini-pitch facility – PT:4
Case study – Victoria, Australia: generating revenue to support development goals

Football Federation Victoria (FFV) opened a facility comprising one full-size football turf pitch and nine MPs in late 2011. The MPs replaced a previous plan to have a second full-size football turf pitch at the site. Research indicated that the revised plan would enable more community access to the facility as a whole and allow an additional 25,000 football games to take place each year at the facility.

- **Objective:** FFV has broad targets for usage of the facility as well as specific goals for the increase of women and junior participation.
- **Usage:** commercial hire for recreational play and organised leagues. Community, local club and school access. FFV will run leagues (small-sided) targeting adults predominantly. Local clubs can benefit from free use of the facilities for training sessions if the pitches are not booked.
- **Funding/Stakeholders:** the Australian (national) government, the Victoria (state) government, Knox City (local) council and Football Federation Victoria

**Facilities**

- **Facilities:** full-size football turf pitch and an area of a similar size divided into nine MPs – rebound boards to 1.2m with a further 2.4m of wire mesh and 1.2m-high goals. Long-pile football turf surfaces with a pre-formed shock-pad.
- **Configuration:** “caged” MPs of 34 x 24m (fully floodlit)
- **Ancillary facilities:** pavilion, café and changing rooms
Operation

- **Ownership**: The facility is operated by Football Federation Victoria (FFV), the governing body for football in Victoria, Australia. FFV has a 20-year lease with the local government for the centre, giving them operational and financial responsibility.

- **Operating finances**: Commercial hire/usage rates, sponsorship, merchandising and catering income will cover the required operational expenses/running costs. FFV estimates that 48% usage of the MP facilities at peak hours will ensure that it breaks even and the facility will subsidise community/club access to the full-size pitch and football development programmes.

- **Surface renewal**: FFV makes fixed contributions to a pitch replacement fund so that replacement costs are covered. FFV is budgeting on replacing the carpet in seven years’ time.

- Maintenance – FFV contracts this out to a specialist third-party company.

See Mini-pitch case studies – CS:3
5 Delivering mini-pitches through partnerships

Opportunities may exist for organisations with similar objectives to work together to deliver and operate MP facilities. The goals of commercial entities and non-profit organisations (including municipalities and MAs) may overlap, presenting opportunities for mutually beneficial partnerships.

This section will:
- Highlight possible areas of mutual benefit between commercial and non-profit organisations engaging in, or planning, MP facility projects
- Explore how competing interests can be balanced, accommodating the requirements of multiple project stakeholders
- Stimulate ideas for MP facility project partnerships through illustrative examples

5.1 Partnerships with commercial operators

Although profit-driven, commercially operated MP facilities may support the broad goals of MAs or governing bodies, such as driving recreational participation.

Commercial operators may, for example, offer discounted or subsidised usage rates to key MA/governing body target groups in return for official sanction or support from the MA/governing body. The MA may commit to certain usage of the facility, such as undertaking to host leagues or tournaments at the MP facility.

MAs should explore opportunities to work with commercial operators where possible.
Case study – Paradise Park, Greece: a commercial operation supporting football and community activity

Overview
- Paradise Park is a commercial MP centre run by a private operator. The centre is intended to be a family destination, with football the main driver.
- As a commercial operation, generating profit is the primary objective. The centre has an affiliated non-profit organisation and a secondary goal is to support its aims, including providing employment for ex-professional players.

Facilities
- Multiple 40m x 20m MPs. Ancillary facilities on site include cafés, a sauna, sports shops and children’s play areas.

Operation
- Mainly recreational football: most of the revenue comes from rental fees paid by adults who use the facility in the evening (peak-time usage accounts for 90%). During the day, the MPs are underutilised, so free access is offered to children and youths, though schools pay a nominal fee for use. The schoolchildren are able to learn about a wide range of topics beyond sport.
- The facility is projected to show a return on investment within six years. The MP surfaces are expected to have a lifespan of ten years.
• The majority of the revenue comes from rental fees, although the cafés, shops and other facilities constitute up to 30% of revenue.

Case study – Complete Football, Gosforth, UK: commercial operator supporting aims of MA

Overview
• Gosforth Park was launched in 2007. Construction of the USD 4.8m facility was completed in 26 weeks, with the pitches taking 12-15 weeks to construct.
• Complete Football sees itself as a facilitator, matching its objectives with those of local football organisations including clubs, national and regional governing bodies and leagues.
• The site is on a long lease from Newcastle Racecourse and situated about 7km north of Newcastle upon Tyne city centre.
• The centre has an estimated 5,000 people passing through it each week including parents, spectators and those attending functions and other events.
• The facility is profitable, with the majority of revenue coming from pitch hire, but the other facilities and activities – including gym membership, children’s parties and corporate events – also drive revenue. Additional revenue is generated by sponsorship, catering and room hire.
• Complete Football was awarded a Football Association excellence award in 2011 via The FA’s national Small Sided Accreditation award.

Facilities
The facilities include:
• Six long-pile football turf MPs
• A full-size long-pile football turf pitch that can be split into four additional 7 v 7 side pitches and training areas when required
• Ten team dressing rooms, a fitness club/gym, party room, boardroom, studio and player’s lounge
• On-site parking for nearly 100 cars

Operation
• An operations manager based at head office is in charge of the centre, supported by an on-site team of a general manager and four supervisors. In addition, part-time staff operate reception and bar facilities. There are also part-time technical staff.
• Pitches are maintained in-house with regular brushing, cleaning and topping up of infill where required.
• The centre has an estimated 5,000 people passing through it each week including parents, spectators and those attending functions and other events. Usage is different each day: Sundays are the busiest day, with approximately 750 children participating in league matches. Utilisation rates differ according to the time of day, 08.00-11.00 can be quiet but all other times are generally busy.

Usage includes:
• Recreational and organised 5 v 5, 6 v 6, 7 v 7, 9 v 9, 11 v 11 participation opportunities for all age groups
• Home venue for the Northumberland Mini Soccer League and Northumberland Girls Football League
• Newcastle United’s “Football in the Community” programme and local school usage
• Students from a further education college are based at the centre.
• Referee development programmes and coach training programmes in partnership with the national and local football associations
• Children’s parties and other non-football functions
• Affordable gym/health centre membership
5.2 Partnerships with football clubs

Opportunities may also exist for MAs/governing bodies or municipalities to work with football clubs. The club’s goals might match those of the MA/governing body or municipality, creating an opportunity for cooperation. A club may have a broad interest in increasing local participation, for example, or require a quality MP facility for elite development activity.
Professional club and municipality partnership: Kawasaki Frontown

Objectives
- For the centre to serve as a community football hub – to contribute to the local community through sports and the enhancement of sports culture
- To operate the centre on a commercial basis, generating profit

Facilities
Six long-pile football turf surfaces. All pitches are 38 x 18m. Other on-site facilities include:
- Café
- Rest area with vending machines
- Men’s and women’s changing rooms with showers and toilets
- Parking for 53 vehicles
- Meeting room available to rent by the hour

Operation
- Frontown is managed by the club with six full-time and two part-time staff. The project manager is the president of Kawasaki Frontale, and other Frontale staff are involved in the project.
- Maintenance is outsourced to a company who regularly brush and clean the surfaces as well as top up the infill as required.
- Frontown provides a wide range of services, creating a range of revenue streams from the venue. The key revenue streams are pitch rental, football school fees, membership and events. The goal for Frontown is to become a multi-sport destination – the centre also runs yoga and pilates classes and other activities.
5.3 Partnerships with sponsors

In some markets, sponsors – usually commercial brands – might have an interest in supporting MP facility development. There is a trend towards commercial support of grassroots initiatives as a component of corporate social responsibility (CSR) programmes. Some elite football clubs may also have an interest in supporting facility development, through CSR or community programmes, locally and internationally.
Chelsea FC – “Blue Pitches” project: elite football club’s international CSR programme

Overview

- Chelsea FC is aiming to become the most respected football club in the world, seeking to differentiate it from its competitors by being the best, rather than the biggest. To achieve this, the club positions itself as one that “makes a difference” through investing in grassroots programmes internationally.
- Chelsea looks to serve local needs, through which other partners and stakeholders can connect with their local communities. The club wants to engage positively with fans at home and internationally by making a difference to local communities and supporting social needs.
- In partnership with adidas, Chelsea launched its “Blue Pitches” initiative in 2008, transforming four public facilities in West London into Chelsea-branded “Blue Pitches”.
- The club subsequently initiated Blue Pitches projects in Asia – including facilities in Hong Kong and Malaysia – and plans to roll out the scheme in other markets in the future.

Facilities

The Blue Pitches facility in Kuala Lumpur, Malaysia, is run in partnership with the Asian Football Confederation and has one hard surface and one football turf surface, both indoor, along with an outdoor playing area. All are divided into MPs for 7 v 7 configuration.

The project will see two coaches from Chelsea visiting the facility four times a year.

The Blue Pitches facilities have a range of uses, depending on local market needs. Broadly, these include:
- Community use
- Local teams
- Schools, hospitals and charities
- Chelsea FC when they visit the markets
- Chelsea FC partners for promotional or CSR initiatives

Operation

Chelsea operate the facilities together with their local partners. All Blue Pitches projects are non-profit initiatives for Chelsea FC.

The Blue Pitches project supports the club’s broad football and commercial objectives, including:
1. To sell Chelsea FC products and services
2. To capture data to drive increase of global fan base
3. To create a platform to engage with international and local partners
4. To reinforce the “Here to Play, Here to Stay” message – with football development initiatives supporting first team tours

See Mini-pitch case studies – CS:6
5.4 Partnering with operators of existing or planned facilities

In some markets, facilities may exist that fit the requirements of MAs/governing bodies. Indoor or outdoor facilities may be suitable for use as an MP, particularly for futsal. Municipality-operated sports hall/multi-use sports centres in particular should be considered.

Case study: ASB Sports Centre and NZF: renting an existing facility

**Background**
The ASB Sports Centre in Wellington is a state-of-the-art indoor facility opened in 2011 at a cost of USD 38m. New Zealand Football (NZF) rents the facility for its futsal programmes in Wellington.

**Facilities**
- The facility has 12 courts that are configured/marketed for netball, futsal, volleyball and basketball.
- The playing surface is a sprung wooden floor suitable for most indoor sports and recreation activities.
- Four of the courts are full-size international futsal courts.
- There is spectator seating for up to 2,200 people in the facility along with a café and meeting rooms.
- There is on-site parking for over 300 cars.

**Operation**
Wellington City Council owns and operates the facility. Its priority is to meet the needs of the four key sports (futsal, basketball, netball and volleyball). NZF had no consultation with the council regarding the planning of the facility and made no financial contribution.

**Usage**
- NZF has a set contractual agreement based on annual use.
- Use of the facility is determined by prior submissions tabled by the four key sports based on current use and projected growth.
- Other sports are allocated time on a “first come, first served basis”: such usage tends to be during off-peak hours.
- The centre’s facilities are available for casual hire when available.
- Futsal usage accounts for approximately 30% of available time, with age groups ranging from 6 to 60.
- The highest participation group is the 15-30 age group.
See Mini-pitch case studies – CS.7
6 Ensuring quality mini-pitch facilities

Care and attention should be given to all aspects of the facility to ensure its quality. Careful planning from the outset of the project will help to deliver a safe playing surface with consistent playing characteristics. Provision for maintenance will help the playing surface retain its standard and maximise its useful lifespan.

This section will:
- Provide guidance on key issues relating to choice and usage of different surface types
- Address the required standards of other elements of MP facilities, including fencing, goals and signage
- Outline the maintenance requirements for different MP surface types, including the equipment required and frequency of maintenance routines
- Provide guidelines on the quality assurance of MPs surfaces, covering different surface types and uses

6.1 The playing surface

An MP playing surface will have different quality standards according to surface type. Decisions on the choice of playing surface will depend on the facility location, climate, usage type and frequency, among other factors.

The following guidelines should be considered to ensure a quality installation:

6.1.1 Construction

MP playing surfaces should:
- Be flat with a consistent surface and no excessive slope
- Not necessarily require a permeable sub-base: a gentle gradient will allow fast lateral drainage of water
- In the absence of surface drainage, have a crossfall of 1.0%, connected to a perimeter drain on the low side of the installation
- Be able to resist the environment in which they are located
6.1.2 Surfaces

- Where possible, surfaces should have some form of shock absorption. Polymeric surfaces are, by nature, shock-absorbent, but attention should be paid to the thickness of the surface: thicker surfaces are preferable. In football turf surfaces, incorporation of a shock-pad should be considered.
- Indoor surfaces may be susceptible to fluctuations in temperature and humidity: such environmental conditions must be controlled to assure the quality of the surface.
- Surface friction should be appropriate to football activity, sufficient to prevent slipping but enabling the required foot movement to prevent injury.

6.2 Fencing

Many MP facilities have perimeter fencing to contain balls, control access and ensure spectator safety. In addition, MPs often have rebound walls/boards that keep the ball in play and create an atmosphere of a mini-stadium.

Materials will ideally be locally sourced and able to withstand the required impact levels. This should be balanced against the potential impact of players with the wall.

Rebound walls are normally between 1 and 1.2m high and are made from timber, steel or aluminium. Metal panels are stronger and less prone to theft and vandalism, both of which have been problems in MP facilities where access is not strictly controlled. Steel mesh panels also enable spectating and observation of the playing area.

All structures should be sturdy, avoid sharp edges, protect against impact and adhere to the relevant international safety standards.

6.3 Goals

MP goals should be of a size that is proportionate to the size of the pitch. For most MPs, these will be from 3.5 to 4m wide with a height of around 1.8m. The recommendations for futsal goals serve as a good reference point. The goals should be:
- Made of wood, metal or other approved material
- Square, rectangular, round or elliptical in shape and must not be dangerous to players
- If freestanding, fitted with supports and anchors to ensure stability and secure nets

The choice of goal will be influenced by the accommodation, or otherwise, of other sports at the facility. MSGAs will require goals that are easily removable. The goals should be stored in a suitably dry and secure place away from run-off areas adjacent to the pitch.

Goals should be replaced periodically as required.
6.4 Recommended footwear

Wearing the correct footwear type for each surface type is important:

- No boots with aluminium studs for football turf. Plastic screw-in and moulded studs are acceptable.
- Non-marking, flat-soled footwear for futsal
- Clean footwear: to avoid contamination from dirty footwear, cleaning brushes should always be situated at all entrances to the MP

6.5 Signage

Clear, informative signage should be displayed in prominent areas at the facility and any entry points to the playing surface. Signage should provide the following information:

- Footwear guidance (stud type, cleanliness)
- Prohibited items (glass, food and drink, litter)
- Prohibited activities (including smoking)

6.6 Access

Access ways should be paved and clean for players, spectators and maintenance equipment.

- Maintain clean walkways/access to playing surfaces
- Adequate provision of litter/waste disposal

6.7 Maintenance

In view of their size, MPs take less time to maintain than full-size pitches, but they may need more regular maintenance given the intensity of their usage. No MP surface should be considered maintenance-free: all require a degree of attention. Effective maintenance is essential to avoid costly corrective or remedial work later.

Maintenance requirements should be assessed during the facility planning phase. If the recommended maintenance requirements are likely to be an issue – if the cost is prohibitive or the necessary expertise is not available – the surface should not be considered.

Depending on the surface type, there may be an initial capital expenditure required for specialist maintenance equipment. The servicing and eventual replacement of the equipment should also be budgeted for.
## Table 2: Example of maintenance required for different surface types

<table>
<thead>
<tr>
<th>Surface type</th>
<th>Minimum equipment required</th>
<th>Regular routine</th>
<th>Periodic maintenance requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football turf</td>
<td>Triangle brush or drag mat</td>
<td>Use of mat or brush after every usage is a good option</td>
<td>Moss/weed treatment Relieving of compaction (requires specialist equipment) undertaken up to four times per year* Full rejuvenation of football turf surfaces – after five-plus years</td>
</tr>
<tr>
<td>Polymeric</td>
<td>Soft brush High-pressure water dispenser</td>
<td>Weekly removal of litter/debris from surface Brush if required</td>
<td>Brushing, mopping and cleaning with mild detergent</td>
</tr>
<tr>
<td>Wood</td>
<td>Wet towel Soft brush</td>
<td>Weekly removal of litter/debris from surface Brush if required</td>
<td>Occasional polishing</td>
</tr>
<tr>
<td>Asphalt/tarmac</td>
<td>Brush</td>
<td>Weekly removal of litter/debris from surface Brush if required</td>
<td>Brush when required</td>
</tr>
</tbody>
</table>

* Maintenance routine frequency depends on usage of the MP: those that are intensively used require regular maintenance at least every week.

The maintenance schedule for an MP surface should always follow manufacturer or contractor guidelines and use only manufacturer-approved equipment.

Day-to-day maintenance may be supplemented by more comprehensive periodic maintenance by the manufacturer or an approved maintenance team.

Failure to follow manufacturer guidelines may affect the warranty given with the installation.
6.7.1 Surface lifespan
Effective maintenance will help to maximise the useful lifespan of the surface, particularly with football turf surfaces. Given the variation in playing surface lifespans, and the number of influencing factors, it is prudent to plan for replacement of the surface on the expiry of the warranty. Any additional usage and income generated beyond the warranty can be viewed as an added benefit for the replacement fund.

6.7.2 Maintenance models
The facility owner usually takes responsibility for playing surface maintenance, either undertaking the maintenance in-house or outsourcing it to a specialist company. The party responsible for the maintenance should ensure provision for specialist equipment and expertise to ensure effective maintenance.

Maintenance models include:

a) Centralised maintenance – a central body providing equipment, manpower and expertise to carry out MP maintenance to the required standard, at the recommended frequency. This may be a full maintenance service, undertaking all prescribed tasks on a weekly basis, or a partial service, undertaking just the more thorough quarterly or annual deep-cleaning tasks.

Case study – Latvia: central maintenance programme

The Latvian Football Federation (LFF) runs a central pitch maintenance programme that maintains MPs around the country:

- **Facilities**: 60 individual football turf MPs (along with full-size pitches)
- **Location**: The MPs are mainly located within schools.
- **Responsibility**: The municipality is responsible for general upkeep of the site, while the LFF is responsible for the specialist surface maintenance.
- **Services**: A range of services, including full maintenance, training and general advice, is provided by a team of four full-time staff.
- **Maintenance frequency**: Each MP is maintained not less than five times annually with specialist equipment.
- **Service model**: Those using the services are charged a fee to cover LFF costs. It is the cheapest way to provide maintenance. MPs that have had governing body funding are required to use the service.
b) **Information and training support** – an owner should provide clear information on the required maintenance schedules and other related resources and coordinate training where required.

c) **Delegation and enforcement** – an owner should clearly delegate responsibility for maintenance for MP facilities. Stakeholders can enforce maintenance by requiring the owner to submit a detailed schedule of maintenance – what they will do and when – so that the stakeholder can conduct spot checks accordingly.

d) **Outsourcing** – where expertise is available externally, the most cost-effective solution may be for the facility owner to use a specialist maintenance company. The owner could coordinate contracting, bringing together multiple facilities to ensure value.

6.8 Quality assurance

In order to ensure a quality MP installation, an important first step is the selection of a project contractor who has the ability to carry out the work and record its commitments. In addition, the following should be undertaken where possible:

- Take steps to verify the product being used for the MP playing surface. Samples should be taken of carpet materials, infill materials and shock-pad.*
- Request documentary evidence from the manufacturer/installation company showing that the materials/products shipped to the site are within the design tolerances of the approved product type and that there are sufficient materials to meet the product specification.
- Retain a sample of the surfacing/product for submission to a FIFA-accredited test institute for type approval on request. The test institute will submit to FIFA a report showing compliance with these guidelines together with a full product profile as a reference for future field assessments if required.*

*Specific to football turf playing surfaces

**Case study – Ireland: implementing standards for football turf MPs**

The Football Association of Ireland (FAI) recommends that football turf MPs are constructed with surfaces that meet the testing requirements of the FIFA One Star category:

- MP playing surfaces should be independently tested following construction in accordance with IS EN 15330-1.
- It is further recommended that the playing surface is periodically re-tested throughout its life.
- The maximum ball roll limit after 1,500 hours play should be increased to 12m.
Case study – England: small-sided football accreditation

The FA runs an accreditation programme for small-sided football providers covering all aspects of the running of such an operation.

Areas assessed include:
• The facility – suitability for small-sided football, cleanliness/housekeeping, health and safety and public liability insurance
• Operating policies and procedures – standard operating procedures, mission statement and strategic vision, first aid procedure, codes of conduct, risk management and leagues and competitions
• Communications and customer service – customer service, staff communication, staffing and personnel management, staff development and employment legislation
• Safeguarding and equality – commitment to safeguarding and protecting children, and commitment to having a fully inclusive facility

Accreditation is awarded through a process that includes elements of self-assessment, submission of documentary evidence and inspections/site visits.
Beach soccer: an alternative mini-pitch
Beach soccer can be considered complementary to football as it widens the range of choice. In circumstances where space or infrastructure is limited, weather conditions are not favourable or long summer and winter breaks interrupt the football activity, beach soccer can offer new opportunities to play the game.

As the name suggests, beach soccer is played on sandy surfaces but is not limited to natural beaches. In many countries it is played on artificially-built pitches, even indoors.

Similar to other forms of small-sided football, beach soccer offers more possibilities for players to touch and play the ball as a result of the reduced size of the pitch and smaller number of players. The soft and uneven playing surface makes it much more challenging to dribble, pass or shoot on goal and requires good balance and coordination, regardless of whether the player has the ball. Beach soccer has therefore proven to be highly beneficial for the coordination of skills as well as reaction speed, as the trajectory of the ball is less predictable on sand. These abilities facilitate the future acquisition of technical skills in any form of football.

Very little equipment is needed for beach soccer and, as per the Laws of the Game, it is played barefoot.

**Case study – Swiss Life Beach Soccer Arena, Liestal, Switzerland: beach soccer in a landlocked country**

Beach soccer is very popular in Switzerland, even though the country is landlocked. Swiss Beach Soccer, an organisation that is officially recognised by the Swiss Football Association, has been organising beach soccer tournaments for both Swiss and non-Swiss teams since 2002, and there has also been a beach soccer league every summer since 2006, which is continuing to grow in both popularity and size.

Chargers Baselland, who have been registered as a club since 2005, have been part of the league since the very start, and in 2009, in a bid to further develop the sport, they launched the Swiss Life Beach Soccer Arena project in Liestal, the capital city of the Baselland canton. The construction of this permanent beach soccer facility required the support of local politicians as well as a balanced financial plan, which saw the club, the city council and the cantonal sports fund each cover one-third of the total cost of approximately CHF 90,000. Explaining the council's decision to support the project, city councillor Lukas Ott said: “Sport plays a very important role in location marketing. If the Chargers continue to be successful in the Swiss Beach Soccer League, the city of Liestal will also benefit.”
Redeveloping an all-weather pitch proved to be the cheapest solution for constructing the new facility because some of the infrastructure that was already in place, such as the fence and floodlight pylons, was able to be retained and used. Furthermore, the all-weather pitch already had a working drainage system with pipes leading to a gravel bed. The layer of sandy soil that separated the woodchips from the gravel was then replaced with sand to a level that met local competition requirements. Underneath the pitch, alongside the foundations for the beach soccer goals, fixtures for beach volleyball nets have also been set in concrete so that the facility can also be used for two beach volleyball pitches during major tournaments. 20cm-round logs were then placed around the pitch to ensure that it was 10cm higher than the surrounding ground and to reduce pitch contamination due to dirt, leaves or waste.

The facility also boasts ball catcher nets, as well as floodlights, running water, an electronic display board, a music/PA system and a storage unit which, on matchdays, is used by the scorekeeper, a public announcer and a DJ. Shower facilities are also available through a cooperation agreement with a nearby indoor swimming pool.

The beach soccer facility also has ideal transport connections as it is located alongside a motorway junction, which means that there is no through traffic for Liestal during major events. The attractiveness of the location is also increased by the neighbouring open-air and indoor swimming pools as well as by athletics facilities. Local residents have grown accustomed to loudspeaker announcements and music, which is a crucial factor in applications for events.
There is also a usage agreement between the city council and Chargers Baselland, with the Chargers always receiving priority for their training sessions and tournaments. The beach soccer pitch is, however, also made available to schools and other clubs in consultation with the city council and the Chargers.

The council and club also cooperate on pitch maintenance work, although the Chargers are generally responsible for the facility’s maintenance, cleanliness and waste management. If special tools or machines are required, for example to install ball nets or to level out the sand, these are provided by the council.

The Chargers have also generated regular income through a sponsorship deal and pitchside advertising, which enable the club to organise games for an ever-increasing number of active members (including a women’s team) and to run youth development programmes.

The club management team is also happy to share their experience of building a permanent facility with other clubs, which has led to the construction of more permanent beach soccer pitches in Switzerland, all of which have followed the example set by the Swiss Life Beach Soccer Arena.
Beach soccer: an alternative mini-pitch
Mini-pitch case studies
CS:1 – Norway

Overview
The Norway Football Association (NFF) has overseen the installation of over 2,000 individual MP facilities across Norway, 94% of which are built on municipality or school land.

Objective
The key objective of Norway’s MP development programme was to give children a place to play close to where they lived, particularly in larger towns and cities, where there is inadequate provision of areas where children can play football recreationally.

The aim was to increase participation among younger age groups by improving facility accessibility. In addition, the theory was that by playing smaller-sided games on MPs – 2 v 2 or 3 v 3 in a small area with fences – players would participate more, think quicker and develop their technique.

Funding
A typical MP funding scenario in Norway would be:
- Lottery funding – 50%
- Governing body (NFF) to improve facility accessibility – 8%
- Discounts from suppliers and contractors – 10%
- Contributions from voluntary workers – 12%
- Sponsors* – 10%
- Municipality – 10%

*Either larger sponsors supporting facility development nationally or targeted local sponsorship arrangements.

Surface renewal: There is no funding plan in place for the replacement of the playing surfaces at the end of their useful life. As such, the school or municipality must cover the cost.

Facilities: The MPs are generally configured for multi-sport use, although almost all usage is for football.

Usage: The facilities are used extensively during the school day, both for physical education lessons and by children during breaks, and after school hours (up until 22.00 or 23.00).

Outcomes
Participation in Norway grew by 15% for under-19 boys and 35% for under-19 girls between 2001 and 2004, in part due to a programme of MP development.

Positive social impact: Research shows that the MPs have had a positive impact on a number of social factors within the schools:
- 94% of schools report a positive impact on social inclusion.
- 99% of schools report a positive impact on socialisation.
- 90% of schools report a positive impact on trouble in the school playground.
- 92% of schools report other benefits.
CS:2 – Turkey: the need for flexibility in playing surface size

The Turkish FA originally oversaw the installation of multiple single 24m x 14m MP facilities with open access. After a strategic review, which identified clear configuration and operational issues, the model was revised.

The original MPs were installed in primary school grounds. However, they were used predominantly by youth players (aged 12-17). It was decided that those age groups needed larger player areas. The revised configuration MPs are 50m x 35m in size, but with the flexibility to create two smaller MPs by playing across the width. Younger age groups (aged 7-12) generally play in smaller dimensions, with older age groups (12-17) playing the full area of the MP.

Coaches have the final say on format, but in general the younger age groups (7-12) play 4 v 4 or 5 v 5 and the older age groups (12-17) play up to 7 v 7.

The original MPs were free public access, but problems were reported in relation to noise nuisance, misuse and vandalism. The new MPs are located in schools for disadvantaged children and access is controlled. Other schools can book playing time, but there is no longer free public access, which has eliminated the problems.

Phase 1 MP installation

Phase 2 MP installation
CS:3 – FOOTBALL FIVE5: Victoria, Australia

Overview

FOOTBALL FIVE5 Knox Regional Football Centre was formally opened in late 2011. It is located in the Wantirna South suburb, about 29km south-east of the centre of Melbourne.

The facility has one full-size football turf pitch and a similar size area divided into nine football turf MPs. A pavilion is located between the playing areas, which includes a café and changing rooms.

The facility is operated by Football Federation Victoria (FFV), the governing body for football in Victoria. FFV is affiliated with Football Federation Australia, the sport’s national governing body.

Four stakeholders were involved in the development of the facility:
• The Australian (national) government (funding support)
• The Victoria (state) government (funding support)
• The Knox City (local) council (provision of land/facility)
• Football Federation Victoria (ownership and operation of the facility)

Background

FFV had initially planned two full-size football turf pitches to host regular competition matches and training. Cross-pitch net dividers would have provided flexibility to stage smaller-sided matches as required.

FFV’s research resulted in a change of approach. In Australia, recreational indoor futsal had been the main small-sided format, but FFV felt that the European “boarded mini-pitch” model would be a better fit for their purposes. FFV revised its plans to incorporate a dedicated small-sided facility in order to stimulate recreational use.

As a result, one of the pitches was reconfigured to accommodate nine MPs, with the other remaining as a full-size football turf pitch (retaining divider netting).

With an emphasis on community access, FFV estimates that the MPs will allow for an extra 25,000 football games each year against the original configuration.

MP facility detail

• Size: 34 x 24m
• Boards/walls: rebound boards to 1.2m with a further 2.4m of wire mesh. 1.2m-high goals.
• Playing surface: long-pile football turf surfaces with a pre-formed shock-pad.

Lighting: All MPs are fully floodlit (important, as usage increases at cooler times in the evenings).
Ownership and operation
FFV has entered into a 20-year lease with the local government to manage the centre, giving them full financial and operational responsibility. FFV will directly manage all operations, including bookings, league/event operation and the running of the café/bar facilities in the pavilion. All staffing, sales and marketing activities will also be the responsibility of FFV.

Additional stipulations include:
• Surface renewal – FFV must make fixed contributions to a surface replacement fund ensuring that there is budget for renewal at the end of the useful life of the playing surfaces. FFV is budgeting on replacing the carpet after seven years but hope that, with proper maintenance, they may last for closer to ten years.
• Targets – FFV has undertaken to achieve key performance indicators in respect of the number of people using the venue. It also has specific targets for use by women and juniors.
• Maintenance – FFV is responsible for the upkeep of the playing surfaces but is exploring contracting out to a specialist third-party company. Wide avenues have been left between pitches to enable a small tractor to be used.

Facility usage
FFV expects the MPs to be the main revenue generators for the complex. It is expected that adults will be the main users of the MPs. FFV will provide a full league service – including all administration, organisation, scheduling, provision of referees and matchballs.
• Adult league rates: The charge will be USD 105 to register a team for the year (multiple seasons within that year) plus USD 63 per team per match. The USD 63 would cover all costs for the team on the night, including referee hire and all venue costs.
• Standard MP hire rates: USD 63 per hour

Use of the facilities by schools and local youth clubs is effectively subsidised by the MP usage:

Full-size pitch hire rates: local youth club hire rates of USD 21 per hour. In addition, given that daytime use is expected to be light, prior to 17.30, local clubs can benefit from free use of the facilities (including MPs) for training sessions if the facilities are not booked.

Revenue
The majority of the revenue from the facility comes from MP hire. FFV requires 48% usage of the MP facilities at peak hours to ensure the facility breaks even, and the facility will subsidise community/club access to the full-size pitch and football development programmes. Over and above pitch rental, revenue is derived from:
• Sponsorship: Commercial deals are in place with companies including a local toll road operator and a sports apparel company, who have a link on the website for players to buy kit.
• Merchandise sales: FFV has an online merchandise partner through which it drives this area of its business.
• Food and beverage income: The café/bar in the pavilion generates additional revenue.
Background
A lack of provision of good grassroots facilities identified by the owners resulted in the opening of Complete Football at Gosforth Park in Newcastle upon Tyne in 2007. The USD 4.8m facility was completed in 26 weeks, with the pitches taking 12-15 weeks to construct.

Objectives
The centre aims to be the UK’s leading provider of 5 v 5, 7 v 7, 9 v 9 and 11 v 11 football facilities. In addition, the centre aims to support local leagues, team training and coaching and refereeing education.

Complete Football is designed to be a community hub with the aim of transforming grassroots coaching – nurturing and developing local talent and providing accessible and affordable facilities.

Facilities
The facilities include:
- Six long-pile football turf MPs (21 x 31m)
- A long-pile full-size football turf pitch that can be split into four additional 7 v 7 side pitches
- Ten team dressing rooms
- Fitness club/gym
- Party room
- Boardroom
- Studio
- Players’ lounge
- Parking for 98 cars
- Grassroots training packages inclusive of equipment

Usage
The Complete Football centre not only provides MPs but positions itself as a hub for grassroots football development in the area, providing participation opportunities for all, with a specific focus on groups that are under-represented in football.

The centre has an estimated 5,000 people passing through it each week, including parents, spectators and those attending functions and other events. Usage is different each day: Sundays are the busiest day, with approximately 750 children participating in league matches. Utilisation rates differ according to the time of day, 08.00-11.00 can be quiet but all other times are generally busy.

Usage includes:
- Home venue for the Northumberland Mini Soccer League on Sundays: 64 boys’ teams (mainly the under-7/8 age group) currently play in the league, rising to 100 in September 2012.
- Home venue for the Northumberland Girls Football League on Saturdays: 32 girls’ teams currently play at the facility.
• Schoolchildren in the Newcastle area will be able to use the facilities through coaching sessions and Newcastle United’s “Football in the Community” scheme will provide youth coaching and holiday courses.
• Schools – the local school uses the facilities from 14.00 to 16.00.
• Tyne Metropolitan College has a partnership with Complete Football, with 16 students based at the centre full time, increasing to 32 in September 2012.
• Referee development programmes
• Children’s parties run by Newcastle United Foundation, including an hour’s football with a qualified foundation coach, food, and goals replayed on screens later in the day
• Coach training programmes in partnership with the Northumberland Football Association and the Newcastle United Foundation
• Hosting of other events including stag parties, corporate events and a variety of functions
• Training packages including provision of dressing room, warm-up pitch, technical pitch, game pitch, all equipment, FA-qualified coaching assistant
• Affordable gym/health centre membership
• Recreational and organised 5 v 5, 6 v 6, 7 v 7, 9 v 9, 11 v 11 participation opportunities for all age groups
• Tournaments and training opportunities in summer
• Provision of venue for Newcastle United Foundation (community) activity
• Operation of FA-licensed coach training
• Discounted/free rates given to partners such as the Prince’s Trust, Street League and Kickz
• Over the years, the facility has been used by a range of grassroots, non-league and professional clubs
**Operation**
The site is on a long lease from Newcastle Racecourse and situated about 7km north of Newcastle upon Tyne city centre.

**Staffing**
The centre is run by an operational manager with the support of seven managers. In addition, there are part-time staff operating reception and bar facilities. The centre also employs part-time technical staff.

**Booking process**
Technology is in place to book either over the phone or online. The culture is still very much to pool money on the day and pay cash, so the bookings are usually made on the phone with payment made on the day.

**Marketing**
The centre runs outreach programmes that help other leagues off-site and generate awareness of Complete Football.

**Maintenance**
Pitches are maintained in-house with regular brushing, cleaning and topping up of infill where required.
Revenue
The facility is profitable, with the majority of revenue coming from pitch hire, but the other facilities and activities – including gym membership, children’s parties and corporate events – also drive revenue. Additional revenue is generated by sponsorship, catering and room hire.

Rate card (all prices in USD)

<table>
<thead>
<tr>
<th></th>
<th>5 v 5</th>
<th>7 v 7</th>
<th>9 v 9</th>
<th>11 v 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>League game/game</td>
<td>53</td>
<td>58</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>Peak/hour</td>
<td>68</td>
<td>90</td>
<td>180</td>
<td>240 (with referee 274)</td>
</tr>
<tr>
<td>Off-peak/hour</td>
<td>51</td>
<td>68</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public sector off-peak/hour</td>
<td>40</td>
<td>56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training packages 69/1 hour 15 mins</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Function room hire 257 deposit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outcomes
Complete Football sees itself as a facilitator, matching its objectives with those of local football organisations including clubs, regional governing bodies and leagues.
CS:5 – Country model, Japan

Overview
There are hundreds of MP centres in Japan, most of which are commercially operated. The overriding goal is to have as many pitches in one location as possible. With usable space scarce in Japan, some facilities replaced old tennis court locations as tennis has declined in popularity, but this has restricted the pitch size in some cases.

Facilities are generally located as close to a busy bus or railway station as possible, but because of the high value of land in Japan, facilities are located anywhere there is affordable space.

Objective
Given that most MP facilities in Japan are commercial operations, profit generation is the key objective.

Funding
Funding is usually provided by a commercial operator. There are a number of regional (and even national) chains of MP facilities and there have even been attempts to franchise the concept.

Usage
Most users are teens and adults who play recreationally. Weekends frequently have open tournaments for adults. Organised football schools make up the bulk of use by younger age groups, although weekend events are also targeted at children. Some have free open access for local schools during school hours.

Utilisation varies depending on location, with the most popular locations requiring advanced booking for evening and weekend play.

Facilities
The most common MP size is 30 x 15m, although some MPs are smaller. The maximum size is usually 40 x 20m. One major futsal facility has six pitches of 38 x 18m each.

The playing surface is usually long-pile football turf.

Some facilities are on rooftops or other locations with limited space.
Operation and management

MP facilities are generally run on a commercial basis with a range of hourly rental fees depending on the time of day.

A number of facilities have cafés or shops, while others have sponsorship from local restaurants, sports bars, insurance companies or sports shops.

A typical revenue breakdown for an MP facility is as follows:
- Rental (65%)
- Membership (15%)
- Boots/equipment rental (10%)
- Vending machine food/drink (10%)

In general, futsal facility operation can prove to be quite profitable, but in Japan land values are high and this is also reflected in high rents.

Some facilities have links with professional J. League clubs ranging from joint ventures at Kawasaki Frontale to the more common, club-branded football schools.

CS:5.1 – Professional club and municipality partnership: Kawasaki Frontown

Background

Following the closure of a public swimming facility in Kawasaki, Japan, the municipality of Kawasaki invited proposals for usage of the publicly-owned site. J. League Division 1 club Kawasaki Frontale proposed a small-sided football centre for general recreational use. The proposals were accepted and the site opened in 2006.

Objective

The purpose of the project is twofold, firstly, for the centre to serve as a community football hub – to contribute to the local community through sports and the enhancement of sports culture – and secondly, to operate the centre on a commercial basis, generating profit.

The goal for Frontown is to become a multi-sport destination – the centre also runs yoga and pilates classes and other activities. The hope is that the club’s supporters will use the facilities and also that those using the facilities will become supporters of the club.
Facilities
Six long-pile football turf surfaces. All pitches are 38 by 18m. Other facilities include:
- Café
- Rest area with vending machines
- Men’s and women’s changing rooms with showers and toilets
- Parking for 53 vehicles
- Meeting room available to rent by the hour

Operation
Frontown is managed by the club with six full-time and two part time staff. The project manager is the President of Kawasaki Frontale, and other Frontale staff are involved in that project.

Maintenance is outsourced to a company who regularly brush and clean the surfaces as well as top up the infill as required.
Revenue generators

Frontown provides a wide range of services, creating a range of revenue streams from the venue. Below is a summary of the items that are available and the fees charged (in USD).

<table>
<thead>
<tr>
<th>Pitch rental</th>
<th>Per pitch, per hour</th>
<th>Members</th>
<th>Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monday to Friday</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>09.00-12.00</td>
<td>52</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>12.00-18.00</td>
<td>78</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>18.00-22.00</td>
<td>143</td>
<td>169</td>
<td></td>
</tr>
<tr>
<td><strong>Saturday, Sunday &amp; national holidays</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>09.00-12.00</td>
<td>143</td>
<td>169</td>
<td></td>
</tr>
<tr>
<td>12.00-18.00</td>
<td>143</td>
<td>169</td>
<td></td>
</tr>
<tr>
<td>18.00-22.00</td>
<td>143</td>
<td>169</td>
<td></td>
</tr>
</tbody>
</table>

| Membership fee | | | |
| Per team | Per year | | 130 |

| Meeting room | | | |
| One room available | Per hour | | 12 |

| Equipment | | | |
| Football shoes | Per pair | 6 |
| Game shirt | Per shirt | 4 |
| Game shorts | Per pair | 4 |
| Tracksuit | Per set | 7 |
| Futsal ball | Two per group | Free |
| Bibs | Ten per group | Free |
| Stopwatch | | Free |
| Hairdryer | | Free |
| Blanket | | Free |

Activities and events

- Kawasaki Frontale football school:
- Every day between 15.00 and 19.00 (different age groups scheduled separately)
- For boys and girls between 6 and 12 years old
- First-time annual membership fee per player of USD 87 and annual renewal fee of USD 37
- Monthly fee of USD 74-87 based on one session per week (two or three choices of day per week)
- Futsal school for players between 12 and 15 years old
- Weekly and monthly scheduled tournaments for different levels of players (beginners to experienced)
- Women’s football clinics
- Annual events for children and families
- Other events arranged by third parties
CS:6 – Working with professional clubs, Chelsea “Blue Pitches”

What is the Blue Pitch project?
Chelsea FC, in partnership with adidas, launched its “Blue Pitches” initiative in 2008, transforming four public facilities in West London into Chelsea-branded “Blue Pitches”. Chelsea subsequently initiated Blue Pitch projects in Asia – including facilities in Hong Kong and Malaysia – and plans to roll out the scheme in other markets in the future.

What are the objectives?
Chelsea FC is aiming to become the most respected football club in the world, seeking to differentiate it from its competitors in being the best, rather than the biggest. To achieve this, Chelsea positions itself as a club that “makes a difference”, through investing in grassroots programmes internationally.

Chelsea looks to serve local needs through which other partners and stakeholders can connect with their local communities. The club wants to engage positively with fans at home and internationally by making a difference to local communities and supporting social needs.

The Blue Pitches project supports the club’s broad football and commercial objectives, including:
1. To sell Chelsea FC products and services
2. To capture data to drive increase of its global fan base
3. To create a platform to engage with international and local partners
4. To reinforce the “Here to Play, Here to Stay” message – with football development initiatives supporting first-team tours
Who uses the facilities?
The Blue Pitches facilities have a range of uses, depending on local market needs. Broadly, these include:

- Community use
- Local teams
- Schools, hospitals and charities
- Chelsea FC when they visit the markets
- Chelsea FC partners for promotional or CSR initiatives

What are the facilities comprised of?
The Blue Pitches facility in Kuala Lumpur, Malaysia, is run in partnership with the Asian Football Confederation and has one hard surface and one football turf surface, both indoor, along with an outdoor playing area. All are divided into MPs for 7 v 7 configuration.

The project will see two coaches from Chelsea visiting the facility four times a year.

How are the facilities operated?
Chelsea operates the facilities together with its local partners. All Blue Pitches projects are non-profit initiatives for Chelsea FC.
CS:7 – New Zealand: futsal

**Background**

New Zealand Football (NZF), the governing body for the sport in New Zealand, has set up a dedicated futsal division and now fully supports and funds the development of futsal through its seven regional federations.

Rather than developing and owning facilities, the regional federations rent existing facilities and use them as federation futsal centres. The federations work with facilities management teams in booking the required space to run programmes and leagues as required. They have input with local councils on facilities usage and upgrades.

NZF sees futsal as an opportunity to increase participation in football, given its appeal to players of all ages and abilities. While also being a game in its own right, futsal is seen as a good training tool for technical development of the full-size game, with a progressive developmental pathway.

Futsal facilities are predominantly indoor, however the game can be played outside on long-pile football turf surfaces if needed, although this slows the roll of the ball significantly. The most common surface type in New Zealand are the sprung wooden floors generally used in sports halls and gyms.

**ASB Sports Centre, Wellington**

In Wellington, NZF uses the ASB Sports Centre, a state-of-the-art indoor sports centre opened in 2011 at a cost of USD 39m. The facility has a ten-year naming-rights partnership deal with ASB Bank.

**Facilities**

The facility has 12 courts that are configured/marked for netball, futsal, volleyball and basketball.

Additional detail:
- Four of the courts are full-size international futsal courts
- The 12 courts have a wooden sprung floor suitable for most indoor sports and recreational activities
- One outdoor half-court
- Spectator seating for up to 2,200 people
- Three meeting rooms
- Changing rooms
- Café with capacity for 100 people (doubles as function room)
- 300-plus car parking spaces

**Ownership and operation**

Wellington City Council owns and operates the facility. Its first priority is to meet the needs of the four key sports (futsal, basketball, netball and volleyball). NZF had no consultation with the council regarding the planning of the facility and made no financial contribution.

NZF has a set contractual agreement based on annual use.
Usage

Use of the facility is determined by prior submissions tabled by the four key sports based on current use and projected growth. Other sports are allocated time on a “first come, first served” basis: such usage tends to be during off-peak periods. The centre's facilities are available for casual hire where available.

The facility is open daily from 07.00 to 22.00. Futsal usage accounts for approximately 30% of available time, with age groups ranging from 6 to 60. The highest participation group is the 15 to 30 age group. NZF holds elite futsal matches – national team and league – as well as recreational and youth matches.

Other use of the facility includes:

- Social sports leagues
- School sport programmes
- Lifestyle courses
- Functions and parties
- Preschool programmes
- Sports medicine nutrition, psychology and massage services
- The facility will be used for indoor training for all Wellington-based teams during the Rugby World Cup.

<table>
<thead>
<tr>
<th>Peak-time charges</th>
<th>USD 45 per hour per court</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday to Friday:</td>
<td>15.00-22.00</td>
</tr>
<tr>
<td>Saturday and Sunday:</td>
<td>07.00-18.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Off-peak charges</th>
<th>USD 30 per hour per court</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday to Friday:</td>
<td>07.00-15.00</td>
</tr>
<tr>
<td>Saturday and Sunday:</td>
<td>06.00-22.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Casual play</th>
<th>USD 30 per hour per court</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>USD 2.60</td>
</tr>
<tr>
<td>Child</td>
<td>USD 1.30</td>
</tr>
<tr>
<td>With leisure card</td>
<td>USD 1.30</td>
</tr>
</tbody>
</table>
CS:8 – DFB “1,000 Mini-Pitch” programme

Overview
- In 2004, UEFA started to actively encourage its member associations to develop MPs. Following the FIFA World Cup™ in Germany in 2006, the German Football Association (DFB) launched the “1,000 Mini-Pitch” project. The programme saw some 1,020 MPs installed throughout the country, with each of the 21 regional governing bodies nominating sites in their region.
- The DFB earmarked around USD 40m funding for the project, with each MP costing around USD 40,000 to supply and install. The land had to be provided by the school or football club with some preparatory work being the responsibility of the owner – which cost up to USD 20,000 per installation.
- The aim of the project was to address social exclusion in Germany through the increase in participation of children under the age of 10. Schools where there was often a lack of quality football facilities were used to reach the target age group.

Facilities
- The facilities are generally individual MPs of 20m x 13m in size, about 70% of which are located in school playgrounds, with about 29% installed at football clubs and 1% elsewhere.
- The MPs have a 1m-high fence around them, 3m behind the goals. The facilities are not secure, but most of the host schools or football clubs are on secure sites.
- Very few have floodlights, as virtually all school sites have no access in the evening. Generally, there are no ancillary facilities on site.
- The MPs all have the same long-pile football turf with an in-situ elastic layer.
- All the MPs are used exclusively for football by students during school hours. The DFB runs an annual “outreach day” on the MPs, focusing on a specific social issue such as school bullying or social exclusion.

Operation
On completion of each MP facility, the DFB passed ownership and management to the host school or club. The MP host commits to a “contract of care” when assuming ownership.
- The MPs are considered “low maintenance” and many schools have designated teams of students to undertake the required regular maintenance. Such programmes are effective, as the children are keen to preserve the facility. Specialist or occasional maintenance is carried out by specialists and the DFB provides sacks of infill at competitive rates for owners to replace or top up as required.
- 95% of the installations have had no problems. Any issues have generally been centred on noise nuisance, which has largely been overcome by restricting usage during certain time periods. A few sites have suffered from vandalism.
Practical tools
PT:1 – Assessing mini-pitch facility usage

In relation to the project objectives, it is important to develop a detailed picture of the likely MP facility usage. To do so, work through the following steps/questions:

1. Who will use the planned mini-pitch facility?
   - Who are the target users: what age groups, gender and standard (elite v. recreational) are they?
   - If multiple target groups, how will they be prioritised?
   - Are there any funding conditions that will impact on target users/usage, for example certain community access or female participation targets?
   - What type of usage is planned – competition matches, training, organised leagues, informal recreational play?

2. Assess what facilities are already available in the catchment area
   - Determine the catchment area: areas of high-density population will cover a smaller area than in a rural or suburban environment.
   - Identify facilities within the catchment area already in operation: these may be football facilities of any type.
   - Assess current usage of these facilities – how are they used and by which groups?
   - Are existing facilities at full capacity or under-utilised?
   - If existing facilities are under-utilised, why? Is there a clear reason, or anecdotal evidence to suggest why?
   - Will the existing facilities impact on the target usage groups for the planned MP facility?

3. What are the participation trends across the target usage groups?
   - Is the number of players in the key groups increasing, decreasing or steady?
   - Is the number of clubs and leagues increasing, decreasing or steady?
   - What are the reasons behind the trends?
   - What is the likely trend for the coming years?
   - Consider surveying local players, clubs, schools and other target groups to ascertain demand for the planned MP facility and likely usage requirements.

4. Develop a usage model
   - Drawing on the information gathered through steps 1 to 3, seek to predict likely usage patterns, who would use the facility, what for and when. Plan on an hour-by-hour basis.
   - Establish the likely peak and off-peak usage times: seek to maximise usage both within the context of the project objective and across key target usage groups and types.
PT:2 – Sourcing land

Finding even the relatively small parcel of land required for the development of an MP can be challenging.

1. Work with educational bodies
   - Schools, educational authorities, colleges and universities may have the space and the need for football facilities: contact them to discuss working together.

2. Explore opportunities in public spaces
   - Parks or bodies responsible for public space may be interested in working with partners on recreational projects.
   - Engage with local government, municipalities and councils to see if an MP development supports their recreational strategy.

3. Partner with the owners of unused space
   - Explore the possibility of deploying unused spaces in urban areas, such as rooftops or small areas of wasted space.
   - Small areas in retail or industrial parks may be big enough for an MP development.

4. Discuss opportunities with environmental agencies
   - Propose an MP development as a catalyst for regeneration of former industrial sites.
   - Provide solutions for the clean-up of contaminated sites.
PT:3 – Public-private partnerships (PPPs)

In essence, a PPP is a collaborative venture between a public (government) body and a private sector organisation (such as a company or football body). The private sector entity will usually contribute financially and assume operational control of the project. The public body may contribute financially and/or provide land or tax breaks to aid the project.

An MP facility development may have multiple partners: as well as government agencies, it may be possible to partner with educational bodies, commercial operators and football clubs.

1. **A public body may provide funding or resources if an MP facility project fits the strategy**
   - Does the MP project fit the recreational strategy of a public body?
   - Do the social and community benefits of an MP facility development tie in with the public body’s strategy, programme or objectives?
   - Does the installation of an MP help the public body achieve its environmental objectives (for example, provision of green space)?

2. **What will the public body demand in return for contributing funding or resources?**
   - The public body may demand specific undertakings in return for a contribution, such as general targets on participation or an uplift in usage by key target groups (such as women or younger age groups).
   - Funding or resources may be granted on condition that the football body undertakes responsibility for the MP facility, including future surface renewal.

3. **Working together with other sports can improve funding opportunities**
   - Multi-sport applications for funding will stand more chance of success, particularly in markets where football is a minority sport.
   - Coordinate and prioritise the needs of different sports according to the strength of each sport in the market.

4. **Initiating a PPP**
   - Contact government bodies, municipalities, council officials
   - Sound out local education officers, independent school boards, college councils
   - Research international, national and regional funding streams
   - Engage with bodies charged with managing public and recreational space and strategy
PT: 4 – Sample financial planning tool for a mini-pitch facility

Sample profit and loss account for a small-sided facility (all figures in USD)

<table>
<thead>
<tr>
<th></th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from pitch rental</td>
<td>1,576</td>
<td>1,505</td>
<td>1,605</td>
<td>1,623</td>
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<tr>
<td>Revenue from secondary spend (drinks, snacks)</td>
<td>300</td>
<td>325</td>
<td>375</td>
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<tr>
<td>Revenue from sponsorship</td>
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<tr>
<td><strong>Total income</strong></td>
<td><strong>2,276</strong></td>
<td><strong>2,230</strong></td>
<td><strong>2,380</strong></td>
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<tr>
<td>Employee costs (salaries)</td>
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<tr>
<td>Premises rent and repairs</td>
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<td>100</td>
<td>100</td>
<td>225</td>
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<tr>
<td>Drinks and snacks</td>
<td>145</td>
<td>150</td>
<td>164</td>
<td>190</td>
</tr>
<tr>
<td>Rates, heating, lighting and water services</td>
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<td>200</td>
<td>200</td>
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<tr>
<td>Phone, post and stationery</td>
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<tr>
<td>Computer and internet charges</td>
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<tr>
<td>Travel, parking and fuel</td>
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<td>45</td>
</tr>
<tr>
<td>Advertising and promotion</td>
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<tr>
<td>Legal and accounting fees</td>
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<tr>
<td>Insurance, interest and other financial charges</td>
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<td>Sinking fund towards MP replacement in ten years</td>
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<tr>
<td><strong>Total fixed costs (overheads)</strong></td>
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<td><strong>1,560</strong></td>
<td><strong>1,574</strong></td>
<td><strong>1,745</strong></td>
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<tr>
<td><strong>Profit before tax</strong></td>
<td>721</td>
<td>670</td>
<td>806</td>
<td>690</td>
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<tr>
<td></td>
<td>August</td>
<td>September</td>
<td>October</td>
<td>November</td>
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