

BUSINESS CASE

Community Owned Club

Date: 04/07/2017



EXECUTIVE SUMMARY

The owner of the (privately owned) club and ground (the Camrose) is withdrawing from football and is selling the land for residential development, to recover loans and debts.

This will make homeless the entire club comprising: 1st Team, under 21 development team, the sports educational academy (54 students aged 16-18) and the successful community coaching programme.

In response, Basingstoke Town Community FC (the Community Club) has been launched with a democratic structure of one member, one vote, working for the benefit of not just football but the wider community. This includes a specific objective to support a range of social, sporting and cultural activities leading to health and wellbeing benefits. More information about the key features and advantages of Community Owned Clubs is set out in Appendix C. The membership of the provisional board is set out at Appendix B, with an outline of the constitutional arrangements.

The current owner is fully supportive of a move to community ownership. It has been agreed that the Community Club will take ownership debt free and with a sum in the region of £250,000, once planning permission on redevelopment of the Camrose ground is granted.

However, without sufficient resources currently to purchase and develop a new ground, the Community Club is looking for Council support to secure its survival by pursuing one of the three options identified below.

The overall aim is to herald a new era for Basingstoke Town FC – a club with a ground in its home town, a club that makes a positive impact on and contribution to the life and people of the town and borough; a community - owned club that is at the heart of the local community.

THREE POSSIBLE OPTIONS

The Council have previously ruled out a range of sites in their ownership. We believe that there are three options where the council can play a crucial role in support of wider benefits for the community.

Partial redevelopment of the Camrose for residential development and re-siting of the pitch in 3G form in a more compressed area

The Council own 29% of the site. A key factor might be the money received by the owner might fall below expectations. But the Borough Council could agree a land swap and purchase the 'compressed' area as a community investment with the construction of a 3G pitch, well placed to serve a surrounding community including a large number of neighbouring schools. The pitch area could be leased to the Community Club on mutually attractive terms. Not to engage with this proposition could leave the council's 29% strip as of limited or low value. Developing an

artificial grass pitch at both the Camrose and Winklebury might exceed current demand, but there would be scope for greater daytime usage by nearby schools at the Camrose than at Winklebury with the closure of Fort Hill.

Development of Winklebury site as a sports hub and an asset for the Community

With reasonable effort, the existing council owned facility could accommodate the Community Club while the conversion to an artificial grass surface could be achieved over a 12 to 18-month period. It could be leased to and be managed by the Community Club, or jointly with the Hampshire FA through an overarching community body, as a sports and social hub for the immediate benefit of the local and wider community. It could support regeneration activities in the area. However, we recognise that at this juncture it may be too early to contemplate such a permanent decision. What might weigh on decision makers is the newness of the Community Club, the possible need to forge a shared approach with Hampshire FA, and the opportunity to engage the local residents.

Using the current Winklebury grass facility as a temporary lifeline for the Community Club for 18-24 months

This would ensure the new Community Club's survival, allow it to build on its current community initiatives to extend community benefits in the town more generally, but in Winklebury in particular, and build on the momentum of fan and business support to grow finances. Very importantly it would allow the time we have not had to explore permanent possibilities in the town and the wider borough. The club would seek dispensation on ground grading requirements for our level during that stay and would utilise hired stands. This is likely be no more expensive than a ground share. Moving out to ground share some 15 -20 miles away would undermine the Community club concept at the outset and diminish fund raising capability. We recognise that at the end of the temporary period the club would again lack ground security but we would be stronger and better financially to deal with the situation.

SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

We have conducted a SWOT analysis (see Appendix A) that adds to the understanding of our current situation. The key moving forward is how we build on our strengths, overcome our weaknesses, grasp our opportunities and turn our threats into opportunities. A common thread running through the analysis is that we need time to maximise our capabilities, our contribution to the community and to generate an underpinning organisation and finances that will help us survive and, with the community we serve, thrive.

WAY FORWARD

We would welcome Council support for any of the 3 identified options. Our priority must be survival. We believe the Council is justified in supporting that objective because in a town the size of Basingstoke and the surrounding area we have a strong role to play:

- As a centre of excellence to increase participation and quality of performance (two objectives we share with the published aims of the Hampshire FA).
- Providing a natural progression for young players to develop through local jobs, community coaching schemes and the academy to be senior players of the future (without our presence to nurture talent youngsters can be lost to the game).
- Providing not just football but wider sporting and recreational activities especially with the round the clock availability of 3G and community halls that involve people of ages and backgrounds in terms of the council's health and wellbeing objectives.
- Opportunities for engagement, volunteering and a sense of identity.

A decision not to support one of the options would be a lost window of opportunity.

BUSINESS PLAN FOR COMMUNITY OWNED CLUB

INTRODUCTION

This document sets out the background to the current situation, explains the nature, role, advantages and strategic objectives of the Community Owned Club. It further indicates how to achieve the move from a more narrowly based, privately owned organisation to a body at the heart of the community, using a business model involving use of a 3G pitch, meeting wider goals supporting greater participation in sporting activities (not just football) and positive social and health impacts.

BRIEF EXPLANATION OF BASINGSTOKE TOWN FOOTBALL CLUB

Basingstoke Town Football Club (registered as Basingstoke Town Limited) is owned by a private individual Rafi Razzak who has been chairman for 25 years and injected considerable funds into the club, some of which were recorded as loans. His company Basron also own the Camrose Ground where the team has played since the late 1940s. The team competes at a professional non-league level, in the Evo-stik Southern League Premier Division, finishing a creditable 12th last season and winning the Hampshire Senior Cup (so arguably the best 'non-league' team in Hampshire). The squad is made up of young players generally aged under 21.

The club moved last season to a model of youngsters with potential that could be developed by full time training. The youngsters are attracted by the opportunity to develop and progress to a

higher level, rather than the modest pay. This approach is far cheaper than that followed by clubs using older, more experienced players. It also allows for a natural progression for local youngsters through the community and academy programmes to become part of the first team squad.

Apart from a paid manager and coach, the club is administered by experienced volunteers. Professional services –such as accountancy are obtained on a contract basis. In addition, the club comprises a sports educational academy, and under 21 development team, and community coaching team with a complement of three paid coaches.

BACKGROUND TO THE CURRENT SITUATION

The owner of Basingstoke Town Limited took separate company ownership of the Camrose Ground as part of the plan to relocate to a new, modern ground to be constructed at North Common.

When the decision of BDBC not to allocate that piece of land for a new stadium following local and political pressure, the owner subsequently announced that he was going to sell the Camrose Ground and withdraw from the club, to meet site purchase costs and recover loans/debts.

Currently, an Interim Management Group (IMG) has been formed to manage the club during the owner's withdrawn role (though any decision is technically a matter for the owner). The owner has recently indicated that he will cease the use of the ground for football at the earliest opportunity, unless there are indications of progress on a permanent home for the club. If 'eviction' takes place during or at the end of the season, a new, temporary home (sharing with another club who has the appropriate ground grading required would be needed until a permanent home in the town can be secured).

NEW COMMUNITY OWNED CLUB BASINGSTOKE TOWN COMMUNITY FOOTBALL CLUB (BTCFC)

Against this backdrop, a new Community Owned Club is being registered with the Financial Conduct Authority to take control of the club for the future, and raise funds to boost the current playing budget and build finances outside the current owners' control for the new club. On the granting of planning permission for redevelopment of the Camrose site, the owner has agreed transfer the club on a debt free basis and pass over £250,000.

Without the current financial capability to purchase a new ground, the club's survival is realistically dependent upon the Council's support of usage of land related to their ownership.

KEY FEATURES OF A COMMUNITY OWNED CLUB (COMMUNITY CLUB)

A largely new and capable team is in now place to run the Community Club in line with constitutional rules (see Appendix C). The key features of the Community Club can be summarised as:

- A club owned by the Community, run by the Community for the benefit of the Community.
- A club having a democratic structure: one member, one share maximum, one vote.
- A club living within its means, transparently run with an elected Board to meet organisational objectives, and answerable to members (with elections every year).
- A not-for-profit club- any surpluses being re-invested.
- The ability to raise funds from individuals and organisations without giving rise to extra votes /control by a dominant personality/funder.

ADVANTAGES OF COMMUNITY CLUBS

This proven model is found in nearly 50 clubs of varying size. Clubs include; Wrexham, Exeter, Lewes, Dorchester, Banbury and Enfield. We are supported in the move by the independent, expert body in the field, Supporters Direct.

Research has shown that Community Owned Clubs bring significant advantages:

- Greater partnerships and shared agendas with stakeholders such as businesses, residents and local authorities.
- Improved financial stability and more innovative fund raising and sponsorship (including access to those businesses who want to be associated with well-regarded community initiatives.
- Increased development and maintenance of facilities.
- Greater supporter satisfaction (and not linked purely to team results) and higher level of involvement with the club.

Such clubs do not have the quick fix of a single rich owner writing a fat cheque – but such a model is not generally sustainable. Because of the legal obligation, to operate with financial responsibility, such an approach is not appropriate.

BASINGSTOKE TOWN COMMUNITY FC SPECIFIC OBJECTIVES

The Community Club has adopted seven objectives:

1. To secure a permanent home within the town of Basingstoke or the wider borough.

2. To keep financial sustainability and community focus at the forefront of everything we do.
3. To be recognised not just as a football club but as a force for good in the community providing opportunities for participation in a range of sporting, social and cultural activities in the immediate community and beyond for youngsters and people of all ages regardless of income, background, ethnicity, gender, disability, sexuality, religion or moral belief.
4. To develop local players/coaches (to be recognised as the best non-league Academy in Hampshire).
5. To play first team football at the highest, sustainable level.
6. To be a centre of excellence and support for all other clubs, as the most senior club in the area.
7. To recognise that more can be achieved in partnership where the needs of others can be shared and understood and developed for mutual benefit.

With greater certainty about the circumstances in which we operate, these objectives will be translated into SMART objectives, so that progress can be better monitored internally and in consultation with stakeholders.

OUR BUSINESS MODEL

- **Mutual model of ownership:** Enables alignment of the club with its supporters, integration within the community, the sharing of objectives with the borough and other partners; and linking with businesses seeking involvement /sponsorship because of the attraction of a community club.
- **The construction of a 3G pitch:** Utilisation around the clock for multi-sport activities (10/11 hours a day) is vital to the achievement of community club objectives, the use by the wider community and the expansion of use (competitive football, girls and ladies football, disabled football training and matches, walking football, coaching, academy and under 21 training and matches other sports like rounders, kwik cricket).
- **Building on the achievements of existing community initiatives:** Academy (54 students currently), three full time community coaches (working in schools, with junior clubs and social events). But our social role is central to the club, and not just hived off to these departments.
- **Financial prudence:** Improved cost management underpinning core activity and financial flexibility as circumstances can quickly change.

WHERE THE CLUB WILL PLAY: THREE POSSIBLE OPTIONS

We need to examine the business model in the context of pitch options. The Council have previously ruled out a range of sites in their ownership. We believe that there are 3 options where the council can play a crucial role in support of wider benefits for the community:

1. Partial redevelopment of the Camrose for residential development and re siting of the pitch in 3G form in a more compressed area:

The Council own 29% of the site. A key factor might be the money received by the owner might fall below expectations. But the Borough Council could agree a land swap and purchase the 'compressed' area as a community investment with the construction of a 3G pitch, well placed to serve a surrounding community including many neighbouring schools. The pitch area could be leased to the Community Club on mutually attractive terms. Not to engage with this proposition could leave the council's 29% strip as of limited or low value. Developing an artificial grass pitch at both the Camrose and Winklebury might exceed current demand, but there would be scope for greater daytime usage by nearby schools at the Camrose than at Winklebury with the closure of Fort Hill.

2. Development of Winklebury site as a sports hub and an asset for the Community:

With reasonable effort, the existing council owned facility could accommodate the Community Club while the conversion to an artificial grass surface could be achieved over a 12-18-month period. It could be leased to and be managed by the Community Club, or jointly with the Hampshire FA through an overarching community body, as a sports and

Social hub for the immediate benefit and wider community. It could support regeneration activities in the area. However, we recognise that at this juncture it may be too early to contemplate such a permanent decision. What might weigh on decision makers is the newness of the Community Club, the possible need to forge a shared approach with Hampshire FA, and the opportunity to engage the local residents.

3. Using the current Winklebury grass facility as a temporary lifeline for the Community Club for 18-24 months:

This would ensure the new Community Club's survival, allow it to build on its current community initiatives to extend community benefits in the town more generally but in Winklebury in particular and build on the momentum of fan and business support to grow finances. Very importantly it would allow the time we have not had to explore permanent possibilities in the town and the wider borough. The club would seek dispensation on ground grading requirements for our level during that stay and would utilise hired stands. This is likely be no more expensive than a ground share. Moving out to ground share some 15 -20 miles away would undermine the Community club concept at the outset and diminish fund raising capability. We recognise that at the end of the temporary period the club would again lack ground security but we would be stronger and better financially to deal with the situation.

FURTHER INFORMATION RELATED TO THE BUSINESS MODEL

A. 3G Pitch at Winklebury: Scope for Greater Usage/Participation:

We are not familiar with the demand profile identified by Hampshire FA. However, the training needs of our 1st team, under 21s, academy and community coaching would give rise to significantly greater usage during daylight hours – and greater return on investment. We would work collaboratively to ensure that key Hampshire FA coaching and the needs of local clubs could be given priority. Alternate Saturday and Sunday afternoons would need to be reserved for our 1st team and Basingstoke Town Ladies FC, who are opening dialogue with us to be part of the Community Club.

B. Working for the Community:

In line with the exhortation from Cllr Simon Bound not to cause premature reaction, we have deliberately refrained from pressing publicly for Winklebury (or indeed any site) and have not yet consulted with residents or local clubs. However, here are the illustrative benefits which a community like Winklebury could expect with a 3G pitch and sporting hub:

- **Providing a Sports Hub on 3G surface at Winklebury** for wide community use for a range of sports and activities.
- **Locating our Sports and Educational Academy in Winklebury** (currently 54 (16-18year old) students with a target of 62 in 2017/18), providing a youthful input to the community. One early possibility could be Fort Hill Community School.
- **Providing Professional Sports Coaching to Fort Hill Community School and the Federation of Winklebury Infant and Junior Schools.** Our Community coaches have an excellent track record of such provision. As well as fitness and enjoyment, we recognise that participation in sport builds team, discipline and confidence that bolsters academic and character building results.
- **Supporting the successful Winklebury Youth Project** (including the move to a junior youth club) through provision of sports coaching (we understand girls football would be a good focus) and providing help in improving the building if necessary.
- **Building strong relationship with and benefits for Winklebury Wizards** through supporting moves for higher coaching qualifications, providing coaching assistance where requested, providing priority access to planned 3G/ artificial pitch and offering usage at discounted costs. Events with first team players could also inspire youngsters and be used to promote community values.
- **Providing Volunteering opportunities with the club** for local people of all ages which can help combat social isolation, build confidence and self-worth, and enhance skills. In a modern football club, the opportunities include IT and media skills and can enhance employability.
- **Running School Holiday Soccer Fun weeks in Winklebury** starting now

- **Running, Maintaining and operating facilities at Winklebury Playing Fields on behalf of the council**, so that there was proper local involvement and responsiveness.
- **Utilising existing building for community activities.** Maximising use of current 'youth building' and in time, if funds were available and a business case approved, a new community building could be constructed (without detracting from other community facilities like the Sycamore Centre). Activities could include daytime and evening use for a range of activities.

C. Financial Prudence and Flexibility:

The business model, operated by Basingstoke Town Limited for many years, is commonly found in many league and non-league clubs. Core costs are often covered but player budgets are picked up by a rich benefactor, often a single owner. This model is firmly rejected for one of financial discipline and flexibility to cope with changing circumstances.

The income and expenditure projections set out at Appendix D are:

- For ease of understanding based upon 2018/19 and no presence at the Camrose but otherwise no specific home venue.
- Take account of previous budgetary experience and is designed to ensure the continued funding of core factors and those that bring financial and community benefits are retained.
- Include cost reduction measures (travel, playing and coaching budget) and a range of fund raising initiatives which will be marketed under a 'Survive and Thrive Campaign'.
- Retention of the development of young players with full time training model which is the cheapest and most effective. In the event of financial pressure, there would be scope to move to a less effective but cheaper playing model.

The projections show that income exceeds expenditure by £19,000. The projections take no account of income generated from a 3G pitch or the significant cost savings of up to £15,000 for training such a surface would provide.

RISKS AND MITIGATION

Key risks and how they can be mitigated are set out below:

Rejection by the Council of all 3 options

A straight rejection or long delay in reaching a decision would undermine the existence of the club at a senior level. Possibilities for ground sharing with more distant clubs would be urgently explored and could only be activated at significant cost and would not be sustainable for a prolonged period. It would be difficult to be a Community Club when not located in the Community. Generating necessary income for a nomadic club would be problematic, and for the

club to survive conjures the vision of playing on park pitches with none of the benefits to the community of a vibrant, senior community owned club.

Rejection of Winklebury as a permanent or temporary base because of concern on adverse impact on residents

A temporary arrangement on grass providing a lifeline or benefit from the Sports Hub and the club's community initiatives should outweigh concerns. There would be only 23 league games at the ground played mainly on a Saturday afternoon, with attendance of 350 on average. The Camrose situated more closely to housing has accommodated this without difficulty. No increase in the car park would be required. Car sharing would be encouraged and any enhancements to the bus service would be investigated. The ground is located below the level of Winklebury Way and is well screened by trees (with the possibility of further screening).

Rejection of Council support because the new Community Club was not a long-established body with a proven track record

Such an approach would be contrary to expressed policy desires to get new voluntary bodies involved in the delivery of community services, ignore the experience and calibre of the provisional board, underestimate the developing financial position and the momentum building in the town for the club's survival. The Community Club would look to engage urgently with the Council to address any concerns.

Rejection of partnership approach

If the Council reject a partnership approach between the community club and the Hampshire FA because it should deal with one body only, the case would be made for different workable approaches. Firstly, the better manager of the facility would be the Community Club. This is because it is rooted in the community and working for the community, it has experience of artificial pitches bookings, it has a qualified site safety officer, is the biggest user and being the only senior club in the Town it is in position to secure HFA objectives of increasing participation and improving the quality of performance. In such a scenario, HFA needs could of course be catered for.

Secondly, a separate overarching body as a charity or not for profit organisation could be readily formed to manage the facility or the entire Winklebury playing fields for the benefit of the community. This would be similar to the council's contract with sports charity Overton Recreation Centre.

Rejection of dialogue with the Owner of the Camrose Ground

The Community Club would seek to facilitate such dialogue without any prejudice to the formal planning process. It would be in the interests of all parties to speak together.

Budgetary Projections not realised

Income is based on conservative estimates and expenditure on high end estimates, thereby providing a healthy margin. Experience leading to 2018 will be brought to bear. Weekly Board

meetings will focus on finance and detailed monthly monitoring comparing projections against outcomes will identify need for action at early stage.

Capital Costs

The Council might express concerns about the Community Club's ability to meet the capital costs of installation of a 3G pitch at Winklebury (£400,000 plus) or elsewhere and make necessary ground grading improvements. In response, the Community Club would say that it would have £250,000 towards capital costs, and that it would not be unreasonable to seek council support from the Local Infrastructure Fund (in line with support committed to Testbourne Community School). Furthermore, a sale of the Camrose incorporating the Council's 29% of the land would generate funds which might reasonably be deployed at least in part to support beneficial project for the community. In addition, the Community Club would seek to raise investment through the well-established mechanism of Community Shares. A target of £100,000 has presently attracted pledges of £40,000 at this early stage. The identification of capital needs is at Appendix E and a fuller description of the Community Club concept and Community Shares is set out at Appendix C.

SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

We have conducted a SWOT analysis (see Appendix A) that adds to the understanding of our current situation. The key moving forward is how we build on our strengths, overcome our weaknesses, grasp our opportunities and turn our threats into opportunities. A common thread running through the analysis is that we need time to maximise our capabilities, our contribution to the community and to generate an underpinning organisation and finances that will help us survive and, with the community we serve, thrive.

WAY FORWARD

We would welcome Council support for any of the three identified options. Our first priority must be survival. We believe the Council is justified in supporting that objective because in a town the size of Basingstoke and the surrounding area we have a strong role to play:

- As a centre of excellence to increase participation and quality of performance (two objectives we share with the published aims of the Hampshire FA).
- Providing a natural progression for young players to develop through local jobs, community coaching schemes and the academy to be senior players of the future (without our presence to nurture talent youngsters can be lost to the game).

- Providing not just football but wider sporting and recreational activities especially with the round the clock availability of 3G and community halls that involve people of ages and backgrounds in terms of the council's health and Wellbeing objectives.
- Opportunities for engagement, volunteering and a sense of identity.

A decision not to support one of the options would be a lost window of opportunity.

APPENDICES

A. SWOT ANALYSIS

Strengths

- Club with long and proud history in the community.
- Current player development model cost effective and working.
- Move to Community Club builds on firm foundations of current success (Academy and community coaching activities).
- Excellent coaching capability.
- Proven Community Club model universally endorsed by fans and supported by experts in the field.
- Momentum for change building.
- Good volunteer capability in key areas (stadium safety).
- Top team managing transition from privately owned club have wealth of experience and drive.

Weaknesses

- Too much reliance on single private owner undermined club capability.
- Absence of time to prepare for radically changed and imminent future. Many people still in shock/denial.
- Lack of engagement with Hampshire FA.
- Shortage of alternative current options within the Town.
- Challenging timescales to build funds.
- Perceived lack of maturity of new organisation and uncertainty in some quarters as to what it means.
- Poor understanding of community work that club already does and the vast potential to do more as a Community Club.
- Failure by some to view the club as an asset. Stereotypical view of football fans.

Opportunities

- Community Club can capture imagination and elicit widespread support.
- Help to meet borough objectives especially in participation, health and wellbeing and objectives of other stakeholders such as Hampshire FA.
- Better relationship and trust with borough, sponsors, fans and neighbours.
- Building skills, confidence, teamwork in individuals through sporting and social activities.
- More financially viable and sustainable organisation. With time opportunity to build up funds to secure permanent home.

- Closer relationship with Basingstoke Town Ladies. Grow the academy to offer opportunities for girls and dramatically increase coaching and participation of girls

Threats

- Fundamental threat – loss of home ground.
- Loss of significant fundraising capability linked to the ground.
- Risk of being out of the community: moving 15 -20 miles away for ground share will undermine community Club objectives.
- Moving out to ground share expensive, threatens player retention and recruitment, strain on fans and volunteers.
- Move away from town weakens link with academy and development of potential.
- Move away from town may affect fund raising.
- Prolonged move away existential threat to club.
- Challenge to sense of belonging/identity.

B. INITIAL COMMUNITY BOARD OF BASINGSTOKE TOWN COMMUNITY FC

The independent experts Supporters Direct have advised the need for a initial community board to effect a smooth transition to full ownership by the Community Club, based on extensive experience of similar exercises. In the circumstances that present themselves, Supporters Direct advocate a board drawn from IMG membership and supporters. Re-elections for all posts will be held within six months, in line with approved practice recommended by Supporters Direct.

- **Alan Turvey, [Volunteer] Chairman (also IMG Chairman)** – National League Referee, 33 years Chairman Isthmian (Ryman) League, 16 years Member Football Association Council (four years Main Board Director), Chairman Trustees Basingstoke Voluntary Action, Chairman IMG, Fellow Chartered Institute of Marketing and former President English Indoor Bowling Association.
- **Steve Williams, [Volunteer] Strategy and Projects** – Former Player/manager at BTFC, Former Board Member of Highways Agency for ten years (£3.5 billion Annual Budget), Senior Civil Servant advising Ministers and delivering projects, Past Chairman for 7 years of local sports and recreation charity Overton Recreation Centre. FA Advanced Level Coach, Director of Watford FC Centre of Excellence for Girls (5 years).
- **Will Wilkinson, [Volunteer] Digital & Marketing** – Experienced and well-respected IT Architect, with a track record for improving IT operations for some of the largest organisations in the UK and beyond. Focused on improving the digital presence of the club, internal systems and processes and strengthening/broadening sponsor relationships.
- **Martin French, [Volunteer] Community Support Chairman of BTFC Supporters Club** – 25 years working in finance industry and 10 years for Fujitsu latterly as System Trial Manager on large MOD contracts. Currently, following early retirement, classroom volunteer in local junior school.
- **Colin Stoker, [Volunteer] Business Support and Liaison, Fund raising** – Ex Player, Captain, Manager BTFC (Southern League Champions 1985 drawing on local players), Engineering Graduate and professional with extensive experience, including as partner in international construction project and cost management consultancy. Captain and Board member at Basingstoke Town Golf Club, including running successful junior section producing adult champions.

C. COMMUNITY OWNED CLUB OVERVIEW

A community (owned) club is a type of mutual /co-operative registered with the Financial Conduct Authority.

An interim or provisional board is put in place at the time of application for registration and it takes 3 weeks generally for the FCA to complete the registration.

People are invited to be members paying an annual membership fee (ours is set at £10), and each person receives the same single vote (one member, one share maximum, one vote).

After a maximum of six months, the provisional board steps down and the membership decides who it wants to represent them on the board, with the board reporting back on progress. The membership can call for a meeting or challenge if unhappy with the running of the body.

The board are charged with managing the body to achieve objectives that benefit the club and the community in which the club resides.

The assets are held collectively by the members, and by incorporating to become a legal entity any liability to individuals is fixed to £1 or to the value of their investment if they have bought community shares.

Any profit a Community Club makes must be reinvested and there are protections written into the rules to stop the wealth of the body being distributed to individuals. Due to the nature of the community club existing to benefit people rather than an individual, it enjoys exemptions in regulation that affects companies. For example, it is much easier and more cost effective to offer shares to the public in a CBS to raise money.

Community Shares

Community Shares are a means to raise finance in a Community Club. Shares in a Community Club are different to normal shares in companies. They don't go up in value and are unlikely to go down, and they don't give extra voting rights to bigger investors. In certain circumstances, community shares can be withdrawn, with the Community Club buying them back at the original price thereby offering the original investor an exit route. That's why they are often referred to as 'withdrawable shares' to distinguish them from ordinary shares in a company.

A community club can pay a small amount of interest to shareholders, but it is up to the Board to decide whether the club can afford it based on business performance. There is a limit to the number of community shares individual can hold in any one community club (£20,000). Organisations can invest in Community shares but they too only get one vote.

It is a better, cheaper, less risky and fairer way of raising money say to develop a facility – and allows you to do so without losing control.

D. INDICATIVE BUDGET FOR 2017/18 SEASON

Income

DESCRIPTION	VALUE
Main sponsorship	£30,000
Secondary Sponsorship	£10,000
Player Sponsorship	£5,000
Advertising	£15,000
Bartercard	£25,000
Gate Receipts	£47,000
Academy	£30,000
Community	£10,000
Events	£10,000
200 + Club	£12,000
Raffles/Scratch Cards/Lucky 7's/Food Bar	£8,000
Donations	£5,000
Total	£207,000

Expenditure

DESCRIPTION	VALUE
Match Officials	£30,000
Travel	£10,000
Match Expenses	£5,000
Medical Costs	£15,000
League Subscriptions	£25,000
Ground Share Hire	£47,000

Grass Pitch Hire	£30,000
Overheads (insurance/legal/accts)	£10,000
Playing Budget (based on squad of 18 x 38-week season)	£10,000
Management	£12,000
Training Facilities	£8,000
Total	£188,000

E. FUNDING WORKS AT WINKLEBURY

Artificial Grass Pitch (AGP) 3G

We have commissioned Slatters of Newbury to provide a quotation. We have a current working assumption of £400,000 cost.

We have never been consulted about our potential usage. The Community Club needs would be significant in periods when other regular bookings between 9am and 4pm when regular other bookings were unlikely. Based on 1st team and Academy usage, there would be slots each (1st team four mornings a week, Academy 4 afternoons a week. Then there would be regular day time slots for under 21s and for the community coaching programme. This would leave a substantial number of slots from 6pm (sometimes 5pm) for Basingstoke Ladies, youth football with priority for Winklebury Wizards, Walking football and other regular or casual users,

Funding for the construction we anticipate would be drawn from a significant proportion of the £250,000 transfer to the Community Club, potential help from the Football Foundation and the Local Infrastructure Fund. Funding might even be shared with the Hampshire FA.

Ground Grading Requirements

Meeting higher ground grading requirements could be met relatively easily and cost effectively with minimal disruption. With significant standing around the ground, only two new made to measure stands would be needed to meet higher grading requirements:

DESCRIPTION	INDICATIVE COST
149 capacity seated standard, including 4 disabled seats	£34,284 + VAT
250 Capacity lightweight standing terrace	£22,032 + VAT

The quote comes from a company that undertook Slough's recent Council supported work. This covers the main work but incidentals might take another up to £10,000. So, a broad total cost including VAT of £79,578. This could be funded by the remainder of the transferred in funds, 50/50% funding from Stadia improvement grant fund and funds raised from Community Shares (£40,000 pledged against £100,000 target before formal launch).

We are also seeking quote from Arena about hiring temporary standing and seating for option 3.