

Our Club, Our Vision

October 2021

A photograph of a building facade at night. The building has a dark, textured wall. A prominent feature is a large, illuminated sign that reads "F.C. UNITED OF MANCHESTER" in a bold, sans-serif font. The letters are white with a red outline and are set against a dark background. Above the sign, there is a horizontal structure with red lighting. The overall scene is dark, with the primary light source being the illuminated sign and the red lighting above it.

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What's in the slides

What we want to do for the next five years: our Vision

How we are going to organise ourselves to deliver our Vision

- Role of the board
- Senior management structure
- Fixed committee structure

Neil Reynolds & his new role

Why are we doing this?



This move will provide many benefits to the club as we seek to develop and grow:

- The Vision gives us a clear blueprint for the next five years
 - Shows us where to focus our efforts, based on consultation including co-owners' aspirations
- The new management and committee structures provide a strong foundation
 - Leadership and expertise to drive delivery of the Vision goals
 - Co-owners can more actively support the club and get involved in strategy & governance
- The board will delegate a raft of responsibilities to the management team and committees
 - Frees up board members to focus on overall supervisory/oversight
 - No longer need to get involved in operational matters

Stronger governance and an organised, larger team working together to support delivery of our five-year Vision

Why now?



- We recognise we're entering a third key phase of the club's life:
 1. Establish the club, field a team and establish a reputation within the fan-owned football community
 2. Build the ground and learn to operate in the heart of the community
 3. Build on the stability we've achieved over the past few years and set a course for the next five years which secures our long term sustainability
 - The Vision is our first clear and comprehensive statement of intent since we moved to Broadhurst Park
 - We have created an opportunity which presents us with investment choices: we believe the investments should strengthen us for the longer term rather than being used for a single year benefit
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The Vision

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Why do we need a Vision?



- Provide statement of intent and reaffirm who we are, what we believe in and what we want to achieve
- Ensure we have clear plans and activities across all areas of the club's life – football, community, academy, members and fans, and our commercial and financial health – and that these are in harmony
- Provide clarity to our partners and inspire their confidence to continue to support us
- Ensure we have a simple framework to help us make choices as a club

Developing the Vision



1. We spoke to stakeholders, staff and volunteers to generate ideas across a two month engagement period
2. Co-owner survey early 2021 generating 700+ responses
3. Translated those ideas and that feedback in the five themes of the Vision

Headlines from the co-owner survey

- What is the ONE most important aspect of the club? 55% say providing affordable football (full results on next slide)
- **71% want at least one promotion in next five years**
- 99% say it's important that we're active in local community
- **96% say democracy and governance are important**
- 93% say our seven manifesto pledges are important
- **75% of community shareholders do not expect financial return**
- 72% would consider sponsorship of the stands
- 67% would vote more if online voting was introduced
- **58% say paying off debts is the top financial priority**
- Our fanbase isn't representative of Moston, Manchester or the UK in terms of age, gender and ethnicity
- **Only 38% think we promote facilities and rooms sufficiently**

Your top priorities



When we asked you to pick your #1 top priority for the club:

55% – providing affordable football

15% – avoiding outright commercialism

13% – achieving on pitch success

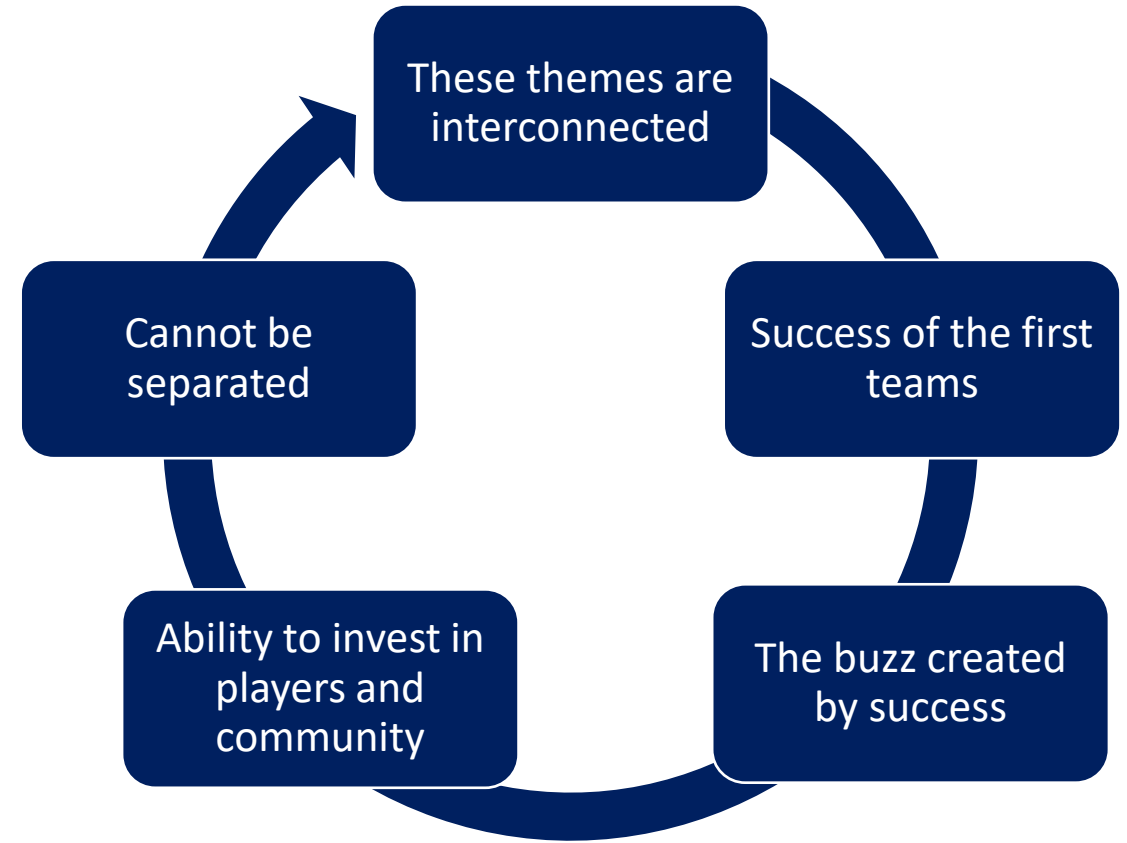
12% – encouraging young, local participation (playing & supporting)

5% – delivering community projects

Vision & strategic goals



FIVE KEY THEMES





**It's
3 o'clock
on Saturday!**

It's 3 o'clock on Saturday



A vibrant, fun match day experience is at the heart of everything FC does.

- Aim to increase average match day attendances by 1000 by 2027 by:
 - Success on the pitch and exciting football
 - More inclusive match day experience
 - Good value & good quality
 - Pro-active marketing & promotion
 - Community programme to drive footfall
 - To make all parts of the ground 'feel like FC United'
-



**Glory,
Glory
FC United!**

Glory, Glory FC United!



Play at the highest levels we can achieve sustainably. Football development excellence.

- Set out aspirations for Men's and Women's First Teams – where we are now and where we want to be
- Exemplar Academy providing first rate football, a clear pathway to the first teams, and education
- An expanded Academy
- Continue progressive policies towards Women's and Girls' football
- Ensure Moston Juniors feel part of FC United



**This badge
is your
badge!**

This badge is your badge!



Leaders in
supporter
ownership.
Others
know what
we stand
for.

- Use our influence to focus/speak out on key issues
 - Foster relationships with other supporter owned clubs
 - Engage co-owners who believe in our vision and goals
 - Improve co-ownership and add value
 - Increase involvement in the democratic processes
 - Keep community shares holders updated on social return
 - Strengthen activity and fill capacity gaps by promoting the benefits of volunteering
 - Reset DF and show co-owners the difference it's making
-



**Belongs to
you and
me!**

Belongs to you and me!



Enshrine
community
benefit.
Play wider
role in North
Manchester
programme.

- Strong delivery of programmes with community objectives
- Develop a sustainable long term core community programme
- Primary focus on projects around our legal obligations
- Evolve annual initiatives into ongoing part of the programme
- Delivery of schools sport coaching and after school club sport provision
- Explore provision of evening youth services
- Maximise partner funding/growth opportunities to support community programme



**We'll keep
the red flag
flying high!**

We'll keep the Red Flag flying high!



A model for sustainable and affordable football at the heart of its community.

- Focus on five things to help us grow:
 - i. Success on the pitch by realising our footballing ambitions
 - ii. Sustainable approach to funding community programme
 - iii. Commercial plan and club merchandising plan
 - iv. Sound financial governance including reserves policy
 - v. Get financing for capital investment projects
- New structure to ensure delivery of the Vision
- Develop a Broadhurst Park blueprint for the future
- Proactively broaden fan base and attract younger fans
- Recognise our contribution to the region
- Relationships with existing and new funding partners

How we'll do it

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Role of the board

Historically board members have dealt with operational matters

Moving to strategic role of oversight and strategic decision-making

For example:

- Establish, review and monitor the club's vision, mission, and purpose
- Report to co-owners on the club's development
- Provide leadership ensuring appropriate strategies, policies and budgets are in place
- Ensure effective relationships with key stakeholders
- Provide financial and risk oversight
- Ensure legal compliance and ethical integrity

The board will also delegate some decisions to management/committees, within agreed parameters:
new policy sets out who makes decisions on what

Senior management structure



- Appointment of three Head-of roles
- Senior, experienced management layer
- Supports the board and drives delivery of the Vision and goals
- Provides strategic thinking and recommendations to the board for review and approval

Neil Reynolds

Head of Football
& Academy
Principal

Paul Smith

Head of
Operations &
Finance

Harriet Russell

Head of
Commercial &
Marketing



Fixed committees structure

- Experts in their field joining six different committees
- Streamlines our current committee/working/volunteer group set-up
- All voluntary positions, opportunity to join is open to all co-owners of the club (but club needs certain skills/experience)
- Delegated authority from the board within pre-agreed parameters
- Strategic thinking & activity to support Heads-of; recommendations to the board for review and approval

Committee governance – the board will:

- Approve the committee members
- Receive and review regular reports from the committees
- Have power of veto over committee recommendations

What each committee will do



Commercial

Support setting & overseeing commercial & marketing strategy;
Support delivery & report progress;
Advise employees on club ethos;
Set aspirational annual targets

Communications

Set communications strategy;
Oversee delivery of rolling plan;
Proactive messaging on supporter-ownership issues;
Media/public relations

Community

Develop longer term strategy;
Oversee delivery programme;
Increase impacts by partnering with local organisations;
Develop club & community connection

Co-ownership

Recruit, retain, engage co-owners;
Input/feedback on co-owner needs;
Improve democratic participation;
Promote benefits of volunteering;
Support the DF

Focal point
for co-
owners, for
first time!

Football

Strategic plans to grow elite & inclusive/accessible community football;
Develop women's & girls' teams;
Oversee Academy, MJFC partnership & local organisation relationships

Strategy & Governance

Identify/advise on key opportunities, risks and challenges;
Oversee/advise on finances & strategic business plans;
Advise/support on governance & policy

All activity is aligned to and supportive of new Vision and goals. Committees will work together and across the club and stakeholders to share plans, avoid duplication, identify new opportunities and learn from best practice.

Convening the committees



- Opportunities to join will open during November
 - Promoted via co-owner mailout and forum
 - If you have the skills/experience please come forward
 - Simple form to complete, potentially informal telephone chat
 - Committee membership will be reviewed & ratified by club board
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Example: Community Committee (Draft) Terms of Reference

Purpose

The committee will work with multiple stakeholders across the club, and key partners in the area to develop and support a community programme which maximises the club's community benefit to Moston & North Manchester.

Accountabilities

- Support the rollout and delivery of the club's Vision and strategic goals (2022-2027 plan)
- Establish & oversee the club's community programme along with an annual delivery and capacity plan
- Monitor and evaluate effectiveness of the community programme, adjust as required

Members

To follow, on completion of promotion/appointment process.

Mandate

- Support the Club with the development of a community strategy and delivery programme
- Form partnerships & grow the club's capacity to strengthen the sustainability of the existing community programme and seek new opportunities to expand the programme
- Work with other club committees to dovetail where activity overlaps and support their initiatives as required
- No spend authority – annual plan to scope out likely budget required, with required spend submitted on a six-monthly rolling basis for review by Head of Operations

Frequency of meetings & reports to the board

Meetings: monthly, up to two hours
Reports to the board: quarterly

Inputs

- Actions from previous meeting
- Club strategy/vision
- Community volunteer group and other committees
- Relevant Club information (as required)

Outputs

- Actions & decisions
- Feedback to community volunteers group and other committees
- Board report – items done; items in progress; items to do next; items needing Board approval

Standing Agenda Items

- Update on actions from previous meeting
- Update on the club/community committee programme
- Update from community volunteers group
- Review of performance against plan including delivery confidence
- Review of evaluation and impact methods
- Review of community programme communications and profile
- Creation of future community activities
- Deep-dives (as required)
- AOB



Ideal skills & experience (draft)



- Commitment to help north Manchester communities bring about social change and improve quality of life in local area
- Understanding of the community and health needs in north Manchester
- Experience and practical ways to develop activities and services to generate aspiration and confidence
- Experience working with communities and other local authority/voluntary sector providers, such as police, social workers & teachers
- Experience of actively engaging communities in making sense of the issues which affect their lives
- Experience of community needs assessment
- Developed and /or supported previous FC community work
- Experience of grant writing, bidding and assessing/commissioning for resources to support community development
- Experience in overseeing management of limited budgets
- Able to liaise with interested groups and individuals to set up new services
- Be able to help to raise public awareness on issues relevant to the community

This is applicable to the Community Committee. Each committee will have a similar list.

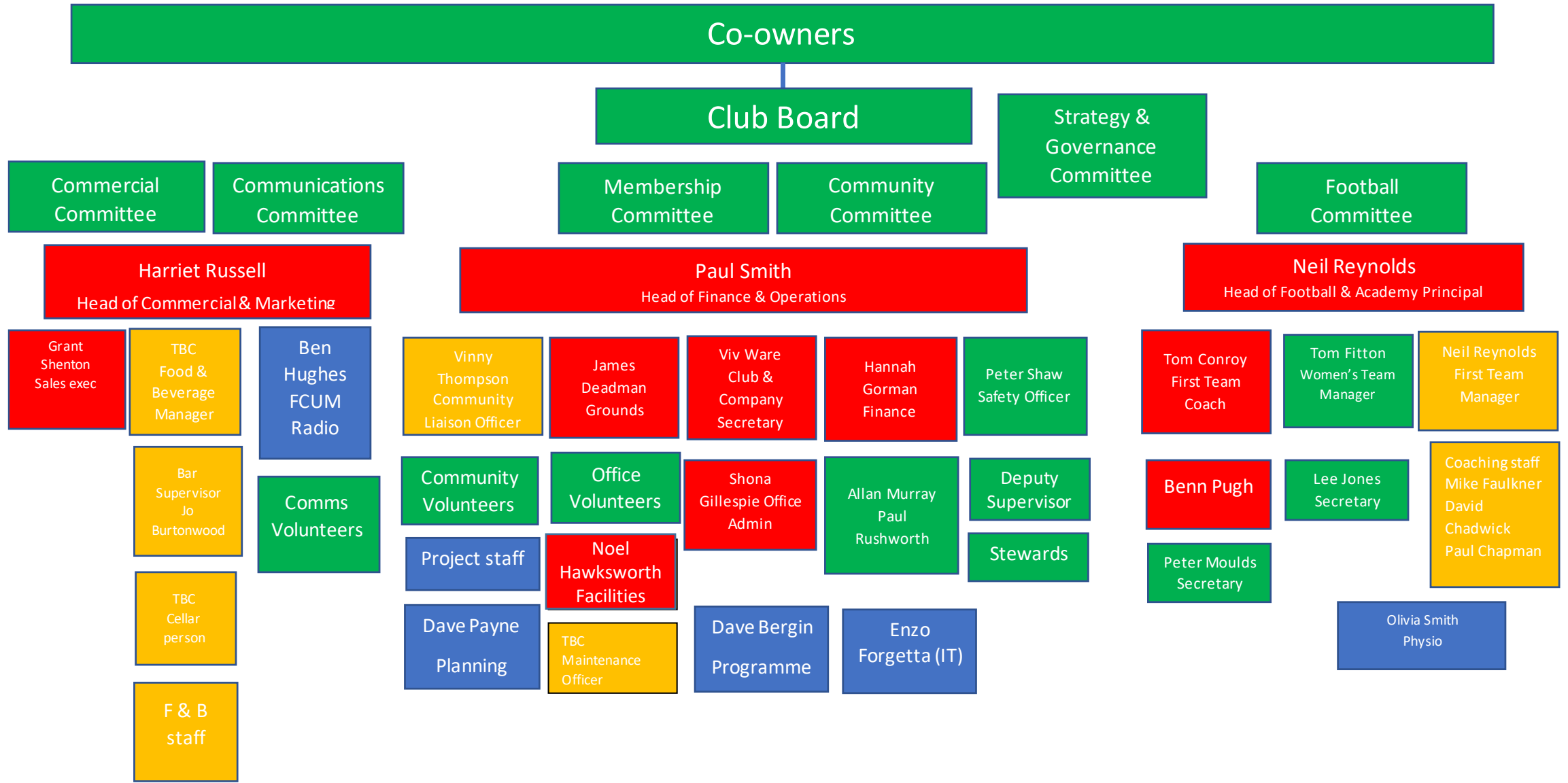
Put it all together...

Paid: full-time

Paid: part-time

Paid: contractor

Volunteers



What does it mean for me?



Co-owners

- We will see greater governance and strategic decision-making across the club
 - Supports our sustainability and finances: we can have confidence in the club's future
 - We can apply for committee membership, increasing participation in club governance and strategy, potentially pathway to stand for the board
 - We can get involved and help deliver the Vision
 - We can feel positive and excited about a major step forward for the club that we own
-



What does it mean for me?

Employees

- Until now we've been stretched as a small team, getting involved in many elements of the club's operations and having to prioritise
 - Three senior managers will be in place to work together for the success of the club while driving delivery of their own areas
 - The committees will mean 30 to 40 expert volunteers supporting all of us in getting things done, operating consistently and collaboratively with everyone clear on roles and responsibilities
 - The Vision sets out what we need to work on, for the next five years
-

When does it all happen?



VISION

Provisionally approved by the board

Co-owners & employees can now reflect, give feedback

Final ratification at AGM on December 5

MANAGEMENT

Paul Smith and Neil Reynolds in place

Harriet Russell will join us as Head of Commercial & Marketing on November 18

COMMITTEES

Policy being drafted

Opportunities to join open to co-owners in October/November

Committees convened from November onwards



Neil's roles for FC

Head of Football & Academy Principal (new, full-time role)

First-team manager (continues part-time, as before)

- Experienced & qualified educationalist & football manager
- Overall control of elite & community football, academy offer & our relationships

Why we chose to do this

- Brings deep understanding of education & regulatory environment
- Leads the expansion of the academy with new income opportunities
- Supports development of women's and girls' football
- Develop new partnerships with local schools, sporting organisations and youth groups
- Strengthens club leadership
- Club's recruitment process followed – NR outstanding internal candidate

This is an investment in the North Manchester community, meeting local needs

The Gaffer

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My first 10 weeks



- Proud & humbled to be here full-time: a lifelong dream
 - Two contracts for two distinct roles
 - Head of Football & Academy Principal (new, full-time role)
 - First-team manager (continues part-time, as before)
 - Education/regulatory background
 - Helping to strengthen the senior leadership team
 - Bringing a new perspective and new ways of working
-

Progress to date: HoF & AP



Head of Football & Academy Principal

- One Club – Men's, Women's, Academy
 - Maximising New Balance relationship
 - Academy must be pathway to first team (improving safeguarding & student involvement)
 - Review Academy's current curriculum & standards – potential to bring this in-house, secure further income
 - Exciting opportunity to expand the Academy offer
 - Build local partnerships and relationships with schools
 - Monthly Manchester Head Teachers' Panel – get into more schools, grow community network, drive footfall to the club
-

First-team manager



- Continues to be part-time basis (Tuesday, Thursday, Saturday)
 - Three-year plan building on successes to date
 - Success on the pitch means we can grow our crowd
 - Core players – build the squad around these, give players reason to join us
 - Have to be realistic working within club finances – playing budget, debts etc
-

My aspirations for the future



- Excited about the Vision and the longer term ambition overall
- New management/committee structure = clear areas of responsibility
- Want to encourage full buy-in across the club
- Continue to drive our football ambitions
 - First team
 - Women's
 - Grow Academy – many benefits for the club, look to maximise facilities
 - Increase boy's to 100 students
 - Launch girl's – 25 students by 2023/24 season

Thank you for your phenomenal support and your belief in me