

The aim of the business plan is to demonstrate our vision for the reformation of King's Lynn FC and our objective of establishing a community orientated, sustainable Club that seeks to be successful on and off the pitch. However the success is not to be at all costs as what has happened must never happen again.

Creating a genuine community club that will give the people of King's Lynn and West Norfolk pride is our primary objective. Providing opportunities to either participate or enjoy watching the various teams.

Vision

- To encourage the Club to play football at the highest level possible, but always operating within a framework of responsible and prudent financial management
- To ensure a future King's Lynn Football Club works closely with its supporters and the local community to ensure that the views of the supporters and the local community are fully represented in the running of the new club
- To benefit present and future members of the community served by the club by promoting and developing football as a recreational facility, sporting activity and focus for community involvement
- To be an inclusive organisation that represents the views of all supporters of the club through open, affordable membership, and consultation with all supporters and supporters groups, regardless of whether or not they are Trust members

The business plan demonstrates that our vision is both realistic and the best way forward for the club, its supporters and the communities of King's Lynn and West Norfolk.

A combination of a large fan base coupled with no debts means a successful team can be achieved without compromising the financial model.

The Approach

By engaging with the whole community, making the Club a source of local pride it can be a positive influence at the same time as growing the business. It is not cynical to suggest a strong community programme not only provides community benefit but is also an effective business strategy. The only way to encourage new people, particularly younger people, to attend is to engage them and make them interested in the Club. When they do attend matches it needs to be an enjoyable and affordable experience so that they will come again and again.

By establishing the Club as community owned, as a co-operative, it means that the club genuinely represents the fans and the communities, not a private interest. Fans can influence the club in how it operates and ensure it operates in the best interests of the community. As we have found already, the model appeals to people who offer time and expertise as well as those people who are willing to donate financially towards a Club they feel proud to be part of.

Going beyond the first team we hope to offer opportunities for anyone for participation, both for fun and as part of team.

We aim to engage in the following ventures.

- Work with and support the already successful King's Lynn Community Football Scheme.
- Support youth football generally as well as running youth teams for both boys and girls.
- Work with and support the King's Lynn women's team.
- To establish in partnership with relevant bodies sporting opportunities for people with disabilities.

It may be asked if this can be achieved by a non league football club. However examples are there. Canterbury FC reformed as a community based club after the previous club went out of existence. Now, after less than three years they offer, all of these opportunities and they do it in partnership with both local and county councils as well as other relevant organisations.

The Blue and Gold Trust (King's Lynn Supporters Trust) is a conduit for people to join together to develop such community orientated opportunities, using the kudos of the football club to help it succeed. In addition as members of Supporters Direct we are able to receive support from specialists in these areas that share best practice and also help to secure grants to help establish community programmes.

Rather than operating as an insular organisation our vision makes the club a community organisation engaged both locally and nationally.

The Blue and Gold Supporters' Trust

The Blue and Gold Supporters Trust was established in August 2009 as a Community Benefit Society Co-operative. The Trust is fully democratic with a soon to be elected board. Anyone interested in the future of King's Lynn FC can join, stand for election or just offer their support as a volunteer.

Since our inception we have already developed a good profile both amongst the fan base and the wider community. We currently have over 200 members. We aim to continually develop this membership by encouraging all supporters of the club to join. At that point the club will be owned by all its supporters, as it should be.

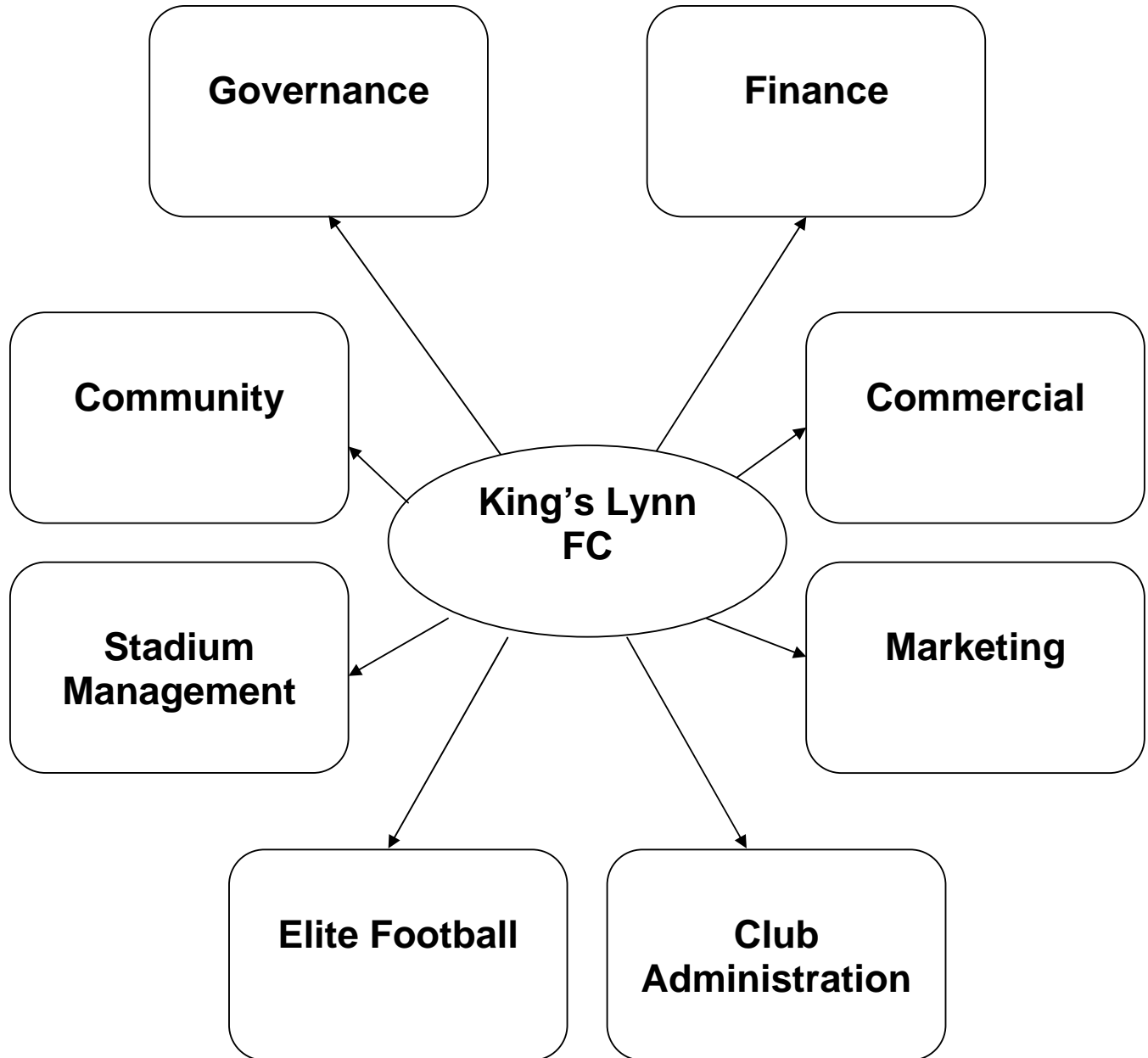
Executive Summary

A community owned model has certain business advantages that we intend to maximise:

- Commercially we intend to tap into companies, particularly local, CSR policies. Evidence suggests from Brentford FC, a supporters' trust controlled club, that companies are more likely to sponsor a community model than a private venture.
- We will tap into the resources of the whole town for the required skills. If they are not present within the trust's membership we will use local organisations such as the Chamber of Commerce to bring them in. We are not too proud to admit when support is needed.
- We are happy for college students, for example, to gain practical experience by having voluntary roles in areas such as marketing, thus creating mutual benefits.
- We will not rely on director loans for income because when they stop it leaves a financial shortfall. We will grow the business by developing a strong commercial operation.
- We will encourage fans and the community to volunteer for the club, both for the match day operations and also for our wider work in the community. Improving community cohesion by encouraging volunteering. Again evidence shows more people will volunteer if they genuinely feel part of the club and it will also help financially. With our model they will be owners!
- To use our non profit distributing model to secure grants to provide community benefit, including tapping into available resources from both the co-operative sector and Supporters Direct.
- To develop a strong fund raising arm of the Supporters' Trusts to bring additional income into the club. For example AFC Wimbledon's Trust provide about £90,000 per annum towards their club and this does not include the value of their voluntary support.
- As a Community Benefit Society we have objectives within our constitution to provide public benefit. We intend to ensure this objective is embedded in all our operations
 - A strong community department offering opportunities for all.
 - A local purchasing scheme to generate economic benefit to the area.
 - An affordable ticketing policy so no one is excluded.
 - To make the match day experience a fun experience.
 - To develop and implement an environmental policy including car sharing schemes for away matches and a reduction of our carbon footprint.

These are not empty promises or too ambitious as by embedding our club in our community is not only realistic but also it makes good business sense.

Key areas of responsibility



Area of responsibility – Governance

Headline objectives

- **Ensure efficiency and effectiveness in how the club operates**
- **Ensure adoption of best practice policy and controls**
- **Ensure compliance with all legal and regulatory requirements**
- **Ensure all stakeholders are engaged and included where possible**

Background

Good governance is vital to the success of the overall operation of the football club. The football Club needs to work within the boundaries of the law and football regulation to ensure its long term sustainability. The organisation also has a duty to protect members and the community's interests.

Operational Responsibilities

Policy and controls; a code of conduct for Directors so that each one fully understands the policy and procedure of the football club – this includes guidance on areas like bank signatories, expected attendance of meetings and confidentiality.

Compliance; ensuring that all legal obligations are met - independent audit, returns to financial regulators, the AGM is held within 6 months of the financial year end etc.

All stakeholders engaged; ensure all the elections to the board of Directors are compliant with best practice and encourage the best candidates.

Impartial guidance; to achieve good governance there must be some independence on the board. The Secretary should be the most familiar with the constitution to enable advice to be given to the Board and any issues about interpreting the constitution should always be resolved after hearing the advice of the Secretary first. There are various places extra support can be found such as Supporters Direct, their legal advisors Cobbetts, or the Co-operative movement.

Responsible Officer

Secretary

Additional Support

Combined Board responsibility

Area of responsibility – Finance

Headline objectives

- **Responsible (alongside Board) for all financial budget setting**
- **Responsible for financial management**
- **Providing regular reports and cash flow forecasts to the Board and membership**
- **Ensure compliance with all financial requirements**

Background

The Financial operation will need to establish and maintain a robust fiscal model which will be used for the responsible and prudent financial management of the Club. It is essential that the Board is provided with regular and easy to understand cash flow forecasts and projections.

Operational Responsibilities

Financial Management: Responsible for the financial goals, objectives and budgets of the Society. Overseeing the setting of the Budget, investment of funds and managing the associated risks, supervising cash management activities and executing capital-raising strategies to meet the business and investment needs and to support any subsequent expansion of the Club.

Accounts: Responsible for the day-to-day financial running of the club and providing Financial Information Services to other Directors on demand. Preparing and presenting regular financial reports, investment activities, and implementing cash management strategies. Chasing outstanding payments, paying suppliers and handling cash on match days. Holding the company cheque book, obtaining signatures when needed, keeping records for National Insurance, VAT and tax purposes up-to-date and accurate. Liaising with the Auditor and preparing the Annual Audited Accounts for the Society.

Responsible Officer

Finance Director

Additional Support

Auditor
Finance sub group

Area of responsibility – Community

Headline objectives

- **To work in partnership with the King's Lynn Football in the Community programme**
- **To encourage local sports participation, particularly young people and disadvantaged groups**
- **To develop partnerships with local community groups and schools**
- **To secure funding to support the work.**
- **To make a positive difference to all communities represented within King's Lynn and West Norfolk.**

Background

The club's programme will be a central tenet of the club's ethos, to be more than just a football club but an organisation working for the benefit of the whole community. It is recognised the club cannot do it all on their own but will need to establish local partnerships to maximise its reach and benefit delivered.

A key partner would be the King's Lynn Football in the Community programme as there is no point in duplicating work so a partnership approach is vital. We would hope to help the programme extend beyond purely football by offering other sporting opportunities. An initial task will be to develop this relationship and agree on the best methods of working together. The support may be financial, in the form of volunteers or in the actual delivery.

The community programme will not be an extension of any elite development programme, it will aim to provide opportunities for anyone interested.

A Community sub group will be established with responsibility in this area, which will be chaired by the Director responsible for Community Development.

Members of the Supporters' Trust will be encouraged to offer their support as volunteers. The successful implementation of this could be a pathway of skills development for such volunteers; an approach proven successful at FC United of Manchester, a Supporters' Trust owned club currently playing in the Unibond Premier League.

Currently no targets have been identified as the initial work will be an audit of current provision and local needs.

Operational Responsibilities

Sports Participation: To work with key partners to help increase local sports participation including supporting junior football in the area.

Match Day: To provide community orientated match day activities including regular fun days. Also some free tickets will be offered to community groups on a regular basis. *An innovative approach here is for community groups to receive heavily discounted tickets which they can sell on for a small profit.*

Local Partnerships: To establish partnerships with local community groups where mutual benefit is possible.

Schools: Develop a school based community programme either curriculum based or after school. *This is subject to current provision in this area.*

Funding: To identify and secure funding to support both internal and external community activities.

Volunteer Network: To establish a network of volunteers to support the community programme, with an intention to establish a skills development pathway.

Responsible Officer: Community Director

Additional Support: Community Sub group and a network of volunteers.

Area of responsibility – Commercial

Headline objectives

- **Development and management of commercial strategy**
- **Secure sponsorship income**
- **Co-ordinate sales and merchandise**
- **Establish links with local businesses**
- **Maximise match day revenue**

Background

The Commercial area covers the responsibility for devising and implementing the commercial strategy of the Club. Developing commercial policies that define the standard terms under which our external relationships will be conducted, including the terms of any contract in which we engage. It is important to ensure delivery against our business goals and policies.

A co-ordinated sponsorship strategy will ensure the club delivers maximum revenues from all new and existing clients and delivers a return on investment.

It is crucial that the Commercial Director ensures that commercial revenues and the associated expenses are managed so as to generate a pre-agreed financial return.

Operational responsibilities

Relationship management: The Commercial Director will forge links with existing and prospective new businesses at the local, regional and national level. Will stay in regular contact with sponsors and advertisers, will liaise with visiting sponsors and arrange suitable levels of hospitality for them.

Selling: The Commercial Director will sell perimeter boards and similar devices, programme advertising, match day sponsorships and exploit other commercial opportunities and propositions; aiming to boost income with current advertisers as well as securing new business. Match or increase income from player sponsorships in the programme with a new system of home and away kit sponsorships.

Merchandise: The Commercial Director will negotiate with merchandise suppliers; agree costs, order numbers and retail prices, purchasing stock for the club shop and other retail outlets. It's important that the club shop stocks are regularly audited, and outlets are fully replenished where necessary.

Club Kit: The Commercial Director will select and purchase team wear; liaising with kit suppliers and manufacturers.

Marketing: Promoting the commercial activities of the club; including team, match and ball sponsors.

Responsible officer

Commercial Director

Additional Support

Area of responsibility – Stadium Management

Headline objectives

- **Liaise with the council as lease providers**
- **Ensure all utility companies are managed**
- **Ensure compliance with Health and Safety and league regulations**

Background

The Stadium Manager will ensure that the Stadium at all times meets the requirements of the Safety at Sports Grounds legislation and, thus, is a safe environment for use by the community and on match days.

Operational responsibilities

Maintenance

The Stadium Manager will liaise with the Council's property services manager regarding the on-going up-keep of the ground.

Ground Grading

The Stadium Manager will liaise with the Football authorities regarding the minimum requirements for crowd capacity, floodlight lux value, size of dressing rooms, and any other factor relevant to the level of football at which the Club may be playing

Safety

The Stadium Manager will liaise with the match day Co-ordinator to ensure the safety of spectators, players, match officials, stall, volunteers, sponsors, and visiting officials whilst at the ground.

Stewarding

The Head Steward will report to the Stadium Manager to ensure that all steward duties are carried out on a match day.

The Stadium Manager will keep a record of the NVQ training which stewards have received and will ensure that this skills base is maintained in the future.

Fire Procedures

The fire alarm system will be tested on a weekly basis and before each home game to ensure it is in working order. Each test will be recorded in an appropriate logbook.

A trial evacuation of the Stand will be carried out every season at the end of a game to reinforce the procedures, with particular regard to spectators with hearing, sight, or mobility impairment.

Administration

Records will be kept in a readily accessible location at the ground and will demonstrate compliance with the Safety at Sports Grounds legislation and the requirements of the football authorities.

The Stadium Manager will attend the meetings of the Management Committee to enable an exchange of information to take place which will facilitate the smooth running of the Club on a day-to-day basis.

Housekeeping

The Stadium Manager will:-

Ensure that all water leaks are repaired promptly (water is metered at the ground)

Minimise electricity usage by ensuring that the floodlights are turned off as soon as all spectators have left the terraces and it is safe to do so.

Investigate, through the Board, the possibility of installing a 'rainwater capture' system which can be used to water the pitch.

Investigate, through the Board, the possibility of installing Photo Voltaic panels to generate electricity for the Club's use, with any excess being sold to the network

Maintain the Stadium in a clean, tidy, and well painted state by calling on the services of volunteers through the Trust's Skills Base.

Introduce procedures to re-cycle waste(bottles, packaging etc.) from the bars and catering operations

Liaise with the groundsman in respect of on-going pitch maintenance during the season and any additional work which may need to be carried out in the close season.

Responsible officer

Stadium Manager

Additional Support

Directors, Management Committee, Volunteers, Borough Council

Area of responsibility – Elite Football

Headline objectives

- **Setting of agreed playing budget in liaison with the Board**
- **Setting and management of other budgets for youth and player development**
- **Necessary and appropriate support and training to club Manager and all other managers (e.g.: reserve etc) and coaching staff**
- **Development of the playing side across the Club, including structure of and support for youth development programmes**

Background

Football Development covers the playing side of the Club; from the first team at the pinnacle, all the way through to any youth and development sides the Club may operate. This applies to the First Team, Reserve Team and at least one youth side.

It works closely with the Community element of the Club to assist the development of relationships with junior football clubs and football locally.

Operational Responsibilities

Logistics: Ensure that the Managers' requirements regarding training facilities etc. are met. Liaising with the Club and Matchday Secretaries on transport arrangements for players, the manager and his coaching staff on matchdays.

Playing budget: Ensure that the Manager knows what his budget for wages and expenses is for a season.

Supporting services (non-wages/player expenses): Responsible for overseeing what to spend on transport, training etc for teams.

Manager: Co-ordinate the selection and development of the Manager.

Administration: Liaising with the Club and Matchday Secretary and administration staff at the club to ensure correct compliance and handling of all correspondence from the authorities (leagues, FA) relating to the playing side (includes player fines, disciplinary matters, league administration and fixtures).

Matchday: Liaising with the Club and Matchday Secretary to ensure compliance with league and FA rules on requirements for players and officials

Responsible

First Team Manager and Coaching Staff

Other Managers and Coaching Staff

Chairman

Additional Notes on Teams at King's Lynn FC

The intention is to run a first team within the main structure of club

A Reserve side and a Youth side will also be formed but these will run under the King's Lynn Community Football (KLCF) scheme with a nominal sum being paid from the playing budget to KLCF to aid with the running costs of the sides. KLCF already have a number of fully trained staff in place and will recruit any extra staff /volunteers with the aid of the football club if needed.

This will enable the player development from the squads within the KLCF to seamlessly progress up the football ladder with the ambition of playing for the senior side. Progress of the Reserves and Youth team will be continually monitored by the club.

The decision on where the Reserves will play its matches has yet to be made.

The Youth team will play its matches at the Walks stadium.

Agreements to run the playing sides in this way have been agreed with KLCF.

An agreement for the Ladies side "King's Lynn Ladies" (which is already under the KLCF structure) to play at the Walks Stadium has been made.

Area of responsibility – Club Administration

Headline objectives

- **Responsible for match day administration**
- **Liaison with football authorities to ensure compliance**
- **Football related logistics**

Background

The main contact with the football authorities for first team matters and organizer of first team logistics

Operational Responsibilities

Administration: sending out and responding to all League and FA correspondence relating to the day of the match; including team sheets, results, match reports, player registrations and arranging payment to the match officials.

Compliance: Ensuring that the Club complies with all League and FA Rules; including filing all match reports, player registrations, suspensions and eligibility criteria for both teams.

Logistics: liaison with the Manager on the arrangements for all relevant league, cup and 'friendly' fixtures, liaison with the FA, Ridgeon's League and Norfolk FA for fixture notifications, club fines, rule changes and so on, with match officials before matches, and also liaise with opposition clubs before fixtures to confirm details.

This area covers the smooth and seamless administration of match-day procedures which relate to the teams and fixtures. The Club Secretary oversees the teams' half time requirements, match-day travel arrangements and re-arranges fixtures where necessary. League requirements for appropriate ground facilities on match days must be met. Players and officials need to be looked after with suitable levels of hospitality arranged.

Responsible Officer

Club Secretary

Additional Support

Match day co-ordinator (additional information supplied)

Club Management committee

Additional Information

The staging of a match on the Walks is absolutely dependent on the 50 or so volunteers and (previously) paid bar staffs who attend the ground from 11 AM onwards on a Saturday.

A list of the roles which need to be covered on a match day is attached.

Additional input is required from the groundsman, football secretaries, programme editor, and printers in the run up to the game.

The overall supervision of non-playing activities on a match day needs to be the responsibility of a **Matchday Co-ordinator** and the Trust, if its bid is successful, will appoint an identified and experienced volunteer to this position. It is also vital that there is on-going communication and planning to ensure the smooth running of the Club on a day-to-day basis.

This is best achieved by the formation of a **Management Committee** which should include, but not be restricted to, the following:-

Club Director(s)

Commercial Department

Football Secretary

Press Officer

Stadium Manager

Match day Hospitality (for visiting Officials, Sponsors, Players, and Match Officials)

Head Steward

Meetings should be held fortnightly with minutes to ensure that all remedial action is carried out.

The Trust has been in contact with several of the people previously involved at this level and they have indicated their willingness to be involved with the new Club.

The Trust also has an adult membership approaching 200 plus a newly formed associates section for 12 -15 year olds and will establish a skills base to involve these members in the running of their Club whenever and however possible. In respect of Football Administration the Trust is able to call on the services of two experienced football administrators, both of whom are very experienced in dealing with both the FA, County FA and Leagues.

MATCHDAY ROLES (in random order)

Bar staff (Blue and Gold clubroom and V.P. Lounge)

50 / 50 Tote ticket sellers.

Gate people

Door person at the rear of Stand to greet visiting officials etc.

Sponsor's host

Catering staff

Kit supervisor

Stewards

Safety Officer

Stadium Manager

Commercial Office

Burger Van (s)

Grounds person

Public address system operator

Football Secretaries

Host for Mascots and Ball boys / girls

Club photographer

St John's Ambulance personnel

Club Doctor

Club Shop personnel

Programme sellers

Financial controller

Our Partners

Supporters Direct

We are members of Supporters Direct and receive support, guidance and training from them. They deliver advice and guidance on governance and financial accountability to groups of supporters to ensure they play a valued and responsible role in the running of their clubs, improving communication and building a better relationship with the local community.

Of the 160 supporters groups that they have set up and support 18 currently own and run their club including Exeter City, AFC Wimbledon, AFC Telford United and FC United of Manchester. We will continue to benefit from their knowledge and experience.

Supporters Direct also offer training for directors of football clubs and workshops on how to run a football club

Cobbetts

Cobbetts is firmly established as one of the UK's leading commercial firms. They have acted on behalf of supporters trust in the past in takeover negotiations and resolving Governance issues. As a member of Supporters Direct we are entitled to free legal advice.

Co-operative Sector

As a Co-operative itself the Blue and Gold Supporters Trust benefits from the help and support of the Co-operative sector - locally we are covered by the East of England Co-operative Society. Other Trust owned clubs benefit from free business support, favourable lending and access to grants which aren't available to private organisations

King's Lynn Football in Community (KLCF)

The Supporters Trust already has an excellent working relationship and substantial links with KLCF with two of the Blue & Gold Trust directors sitting on the main executive committee that oversees KLCF.

We share the same goals regarding local player development and community involvement from all directions.

Great links have already been made with the establishment Blue & Gold Juniors by the Supporters Trust (a free to join, for the under 12's, junior membership scheme) which has tapped into KLCF as a valuable resource. We are looking forward to making this relationship one that will bring all local football players, of any ability together with the common goal of King's Lynn FC.

SME Branding

We have developed a relationship with SME Branding who are a world leader in branding and design. SME Branding have offered us their full and gratis support in all aspects of the branding and marketing of KLFC.

Documents supporting this partnership are included in the proposal package.

More information on SME Branding can be found at <http://www.smebranding.com/>

BBSC Soccer (USA)

Meetings have been held with James Tyers (an ex King's Lynn footballer) regarding linking in with a Detroit USA based soccer school, within which he is director of coaching and player development.

James has many links with USA universities, Coerver Coaching (who are one of the biggest coaching guidance companies in the world) and Adidas.

He has also developed an initial link with a UK midlands based football championship side that are highly interested in the proposed set up of the new football club at King's Lynn with a view to integrate some coaching aspects and maybe lead to a form of vertical integration. The championship side already have a widely regarded coaching set up and are looking for partners.

James also brings us a wealth of football based experience involving the development of community within the football club.

<http://www.bbsscoccer.org>

www.coerver.com

Football Supporters Trusts and Other Clubs

Relationships have been forged with other similar Supporters Trust run clubs at Scarborough Athletic, AFC Telford and FC United who have shared and will continue to share their valuable knowledge in how to run a new football club.

The idea of pre season friendlies, to raise both revenue and the profile of the new KLFC has been discussed at a high level.

Relationships have also been developed with the chairmen of both Boston United and Dereham Town, who have both offered continued advice to the new club.

Also we have close ties with a number of high profile members of the Cambridge United Supporters Trust (CFU). This was demonstrated with a very hastily arranged fund raising bucket collection for the Trust in December at their match with Luton Town

A major role of the new club from the bottom to the top will be in establishing friendships within the whole game of football.

Minority Groups in the Community

We have developed a working relationship with

PC Pat Kavanagh - Minority and Ethnic Liaison Officer - Citizen Focus & Diversity - Chair of NSPCC Norfolk (shortly to be) - on board of VCA (voluntary community action) has huge experience in project management - Chair of KLARS (King's Lynn Area Resettlement Support)

Andre Delgado - representative of KLARS - leader of Portuguese community in the area.

A couple of high profile events they have been involved include jointly organising the highly successful Friendship World Cup in 2006 in Thetford and King's Lynn which was regularly attended by 500+ also the Round the World in 80 Dishes which had over 1500 involved.

Basically these two highly respected individuals have been deeply involved in the major resettlement of many ethnic minorities from all over Europe and beyond.

They have funding for specific and ongoing events but the huge problem they have is where to hold any events they organise. From a Trust point of view this would be an excellent opportunity to involve the whole community of West Norfolk in promoting the Club within a section that has been ignored for too long - the sad fact is that according to Pat and Andre 90% of the ethnic minority community didn't even know King's Lynn had a football club

In addition, involving this part of the community would be a thus far untapped revenue source with far reaching benefits for the Club adding to match day attendances and also off the field income.

They also raised the question of whether a focal point of KLFC could become involved in other sports such as volleyball and basketball. We discussed the possibility of the future development of land behind the hospital end goal in a joint venture to act as a training facility for KLFC and also a sports facility for use by the community. They commented that there were volleyball, basketball and 5 a side football teams with nowhere to play.

Finally we have touched on the use of the pitch and KLFC facilities to hold music festivals - Andre mentioned about many bands from these groups with simply nowhere to play. Also samba festivals from the Brazilian community attract large numbers of participants and spectators. The Blue & Gold club was also discussed

To sum up the Blue & Gold Trust and KLFC cannot continue to ignore such a large community of people many of whom are football mad in our plans for the future. Financially they would bring much needed funding and if we encourage full integration the benefits with of increased attendances and increased use of the clubhouse would be huge.

This is a relationship that will develop far beyond the traditional role of a football club and sums up the ethos of what the new club will encompass.

Comparison of community and Private Ownership structures

Category	King's Lynn Supporters' Trust	AN Other Company
Legal Status	Co-operative Community Benefit Society	Limited by Shares
Legal Objectives	To provide community benefit written into constitution - <i>The trust is committed to supporting local sport in the area</i> The trust is not for profit, all money is reinvested into the club and the community	Legally constituted to provide value for shareholders. <i>(An unlikely occurrence so the model is inappropriate)</i>
Financial Sustainability	Financial prudence is written into their constitution, with transparency and accountability assured by democratic model	No such provision
Financial Risk Management	Unlikely to build up debts from private lenders as cannot be converted into shares <i>Sustainable growth</i>	Previous structure built up debts including a large proportion of private loans, which is common to football as no other access to finance. <i>Risky strategy</i>
Voluntary Support	Clubs is owned by the fans and community therefore evidence from similar clubs is they have a large pool of willing volunteers	Privately owned reducing the pool of volunteers as working for benefit of privately owned club.
Network of support	Member of Supporters Direct alongside 15 other community owned spectator sports clubs who provide mutual support/benefits. The Co-operative sector offer extended advice and support	All other clubs are viewed as competitors.
Grants	Non profit distributing Co-operative. Eligible for larger range of grants including from the co-operative sector.	Private Company. Harder to meet eligibility criteria
Board structure	Democratic model with large pool of candidates, all positions will be either elected from trust membership (open to all) or co-opted for particular skills. <i>All stakeholders represented and need dominance in a longer term business plan</i>	Tendency to be friends or associates of majority shareholder. <i>Smaller pool of candidates and risk of private motivation outweighing community needs and a short term perspective.</i>