

An architectural rendering of a large stadium, likely the Community Sports Hub at Perdiswell, shown from an elevated perspective. The stadium has a large rectangular pitch and tiered seating areas. The entire image is overlaid with a semi-transparent blue filter.

WCFC SUPPORTERS' TRUST

The Community Sports Hub at Perdiswell: 'Time To Be City'

Executive Summary



This executive summary aims to outline the key elements and steps of the plan proposed for the Community Sports Hub at Perdiswell and the future for Worcester City FC starting in 2019...

Learn From The Past, But Time To Move on...

All involved with Worcester City FC know too well the lessons that need to be learnt from in the past. But it is time to break from those mistakes. This change to community ownership offers the opportunity of a clean slate for us all to embrace and work together to build a bright and sustainable future for Worcester City, but it is time to let bygones be bygones. We will build a football club on a solid fan base that matches its appetite, whether there is 100 Trust members or 1,000. We will always have our heritage, but we are effectively a new club with a new outlook and focus from here on out...

New Ownership Structure & Management

The Supporters' Trust, being a Community Benefit Society, is equally owned by its members. So, any assets or companies owned by the Trust are owned equally by the members, this is how Worcester City will be a community owned club once the process is complete. The Trust members, will become the equal owners of Worcester City Football Club Limited because the Trust will have a majority shareholding in the football club. The proposed Community Sports Hub at Perdiswell would be owned by the Supporters' Trust too. Again, meaning that the members of the society would be the equal owners.



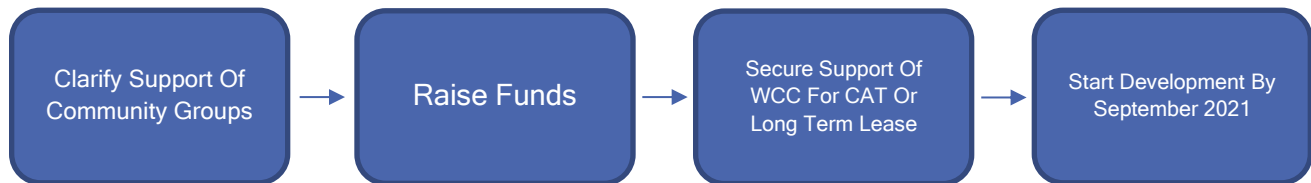
It is important to remember that this will not mean that the Trust Board will take control of the day-to-day running of the football club and replace its Board. The current Football Club Board would continue to manage the club. However, because the Supporters' Trust will be the majority shareholder, it will set the mandate for the Football Club Board creating better transparency and accountability whilst ensuring responsible management and strategic decision making. This will be reinforced by the fact there are already three Trust Directors on the Club Board.

Prudent Financial Approach

Under community ownership, the financial sustainability of the football club will be paramount. Any spending will be done with care and thought for the future. Off-field revenue streams will be the priority, funding a manageable playing budget without taking any financial risks. We will not allow all money made by the club to go into player signings and wages. If the club cannot afford a player, it will not overspend. As the club grows its off-field revenues it will responsibly increase playing budgets to match what can be sensibly afforded allowing for sustainable competitive growth on the field.

The Plan For Perdiswell

The Supporters' Trust have enlisted the help of *Sporting Assets*, a social enterprise who have previously worked with Lewes FC, to outline the steps to be taken and assist in engaging with stakeholders such as funders and local authorities.



Community Partners

The vision for Perdiswell has always been for the facility to benefit the community beyond football and sports. To achieve this, the Supporters' Trust has engaged with several community organisations in Worcester representing a variety of causes and recreations which have expressed a firm desire to be apart of the plan at Perdiswell. Their involvement would range from basic long-term programmed function room use to activity-specific facilities being incorporated into the designs for the Community Sports Hub. Ultimately, the objective is to accommodate for as many community organisations and activities as possible to ensure true community benefit, with Worcester City FC at the heart of it.

Facility Options & Funding

The scale and specification of the facility will be determined by what uses it will serve and how much money can be raised. The amount of money that can be raised depends on which funding streams can be tapped into. Funders award grants on certain terms and conditions relating to the funders' focuses and priorities. Having certain community groups and activities included in the plan will not only diversify what spaces will be built to accommodate them effecting the scale of the facility but will also aid in meeting the criteria for grants by aligning with the focus and priorities of specific funders. Funders have a variety of focuses ranging from football and sports to social benefit and development goals.

A variety of funding options are available that the proposal for Perdiswell would be suitable for, here are the two main options:

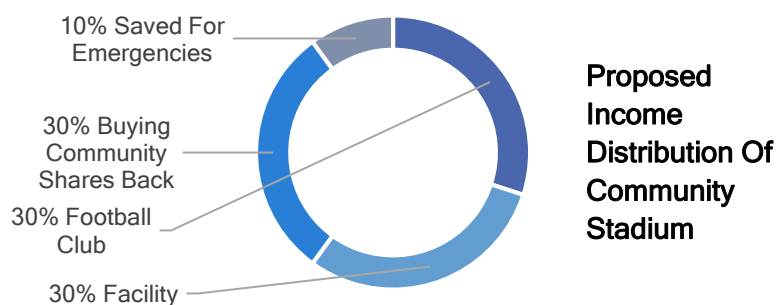
- **Grant Funding:** Grants are available from a variety of organisations and local public sector funders with focuses on football, sports, community and social business that the proposal would be eligible for
- **Community Shares:** Withdrawable 'community shares' in the Supporters' Trust will be offered to raise funds for the facility. Any one-person will only get one vote for their shares, no matter if they purchase £100 or £50,000 worth of shares. Companies and enterprises can also buy shares but they too only get one vote. The community organisations that want to be apart of the plan could buy Community Shares too. This type of share capital is unique to Community Benefit Societies. Community shares could be used either as a top-up alongside successful grants/other funding, or could be the catalyst to show funders that there is a community backing for the project

We will also need to begin generating money to be put aside from both the Football Club and the Supporters' Trust. From the Supporters' Trust side, once the Trust becomes the majority shareholder of the football club, we will need to increase the Trust Membership to a level that earns a substantial income whilst keeping membership inclusive.

Model For Distribution Of Profits

We will follow the model used successfully by community-owned Exeter City FC to distribute the profits from the Community Sports Hub:

- 30% goes to the football club. Doing so will create a sustainable income for the football club alongside its own revenue generated from its activities
- 30% will be to support the other community groups using the facility and equipment. It will also be used to make any improvements to the facility
- 30% will be set aside for buying back the withdrawable shares from the Community Share Offer should any individuals or enterprises want to withdraw their money
- 10% will be retained to prepare for any costs brought about by unforeseen circumstances



The Community Sports Hub at Perdiswell will be its own separate entity from the football club so accordingly will run as its own business. Owing to the broad spectrum of uses planned throughout the week that the Community Sports Hub would host, football will be but one of the uses of the facility meaning that it will not rely on football to be financially sustainable.

'Time To Be City'

Football is the global language, it is the world's favourite sport, its reach goes far beyond any political movement. Football's worldwide popularity and power instils a sense of duty that football clubs must care and serve the community that they reside in. If we want to be truly valued and recognized as a cultural asset in Worcester then we need to step up and be City. Even more so now as we are on the cusp of community ownership. The responsibility to make this club a success and ensure it becomes an integral pillar in the community of Worcester by serving it will soon no longer lie with a couple of shareholders or a few Directors. We all will soon be the equal owners of the football club, it will be our shared responsibility.

In 2017, the Trust summarized its mission into three bullet points:

- Worcester City FC to be converted into a community owned football club - ran by the community for the community
- Bring City home to a community owned facility at Perdiswell
- Benefit the whole of Worcester and contribute to the culture of our vibrant city

In March 2018 we were a million miles away from community ownership, 12 months later it has almost been achieved. We all collectively as the Supporters' Trust made this happen. We now have a distinctly outlined plan that is realistic and achievable. **Bringing this Community Sports Hub to fruition would bring about considerable community benefit and at long last bring City home, but it will only happen if we all – and anyone with an interest in Worcester City FC – get behind this plan and support it proactively.**