

**Scarborough Athletic Football Club
Business Plan 2009-2010**

V2.0



TABLE OF CONTENTS

VERSION CONTROL	5
GLOSSARY	5
1 CHAIRMAN'S FOREWORD	6
2 MANAGEMENT AND ORGANIZATION	9
2.1 Terms of Reference	9
2.2 The Society	9
2.3 The Board	9
2.4 Processes and Policies.....	9
2.5 Controls.....	10
3 COMMUNICATIONS PLAN	11
3.1 Objectives	11
3.2 Knowing our audience	11
3.3 Messages.....	11
3.4 Activities and tools	11
3.5 Working in partnership	12
3.6 Media relations.....	12
3.7 Evaluation and amendment	12
4 OPERATIONAL PLAN	14
4.1 Our Aims	14
4.2 Our Objectives	14
5 COMMUNITY	16
5.1 Background:.....	16
5.2 Day-to-day responsibilities:.....	16
5.3 Stakeholder responsibilities:	17
5.4 Budget responsibilities:	17
6 COMMERCIAL	18
6.1 Background.....	18
6.2 Day-to-day responsibilities	18
6.3 Stakeholder responsibilities:	19
6.4 Planning cycle responsibilities:	19
6.5 Budget responsibilities:	19
7 FOOTBALL	20
7.1 Background.....	20
7.2 Day-to-day responsibilities:.....	20

7.3	Stakeholder responsibilities:	21
7.4	Planning cycle responsibilities:	21
7.5	Budget responsibilities:	21
8	CLUB	22
8.1	Background:	22
8.2	Day-to-day responsibilities:	22
8.3	Stakeholder responsibilities:	22
8.4	Planning cycle responsibilities:	23
8.5	Infrastructure responsibilities:	23
8.6	Budget responsibilities:	23
9	COMMUNICATIONS AND MARKETING	24
9.1	Background:	24
9.2	Day-to-day responsibilities:	24
9.3	Stakeholder responsibilities:	25
9.4	Infrastructure responsibilities:	25
9.5	Budget responsibilities:	25
10	OPERATIONS	26
10.1	Background:	26
10.2	Day-to-day responsibilities:	26
10.3	Stakeholder responsibilities:	26
10.4	Infrastructure responsibilities:	26
10.5	Budget responsibilities:	26
11	FINANCE	27
11.1	Background:	27
11.2	Day-to-day responsibilities:	27
11.3	Planning cycle responsibilities:	27
11.4	Budget responsibilities:	27
12	SOCIETY SECRETARY	28
12.1	Background:	28
12.2	Day-to-day responsibilities:	28
12.3	Stakeholder responsibilities:	29
12.4	Planning cycle responsibilities:	29
12.5	Infrastructure responsibilities:	29
12.6	Budget responsibilities:	29

13	CHAIRMAN	30
13.1	Background:.....	30
13.2	Day-to-day responsibilities:.....	30
13.3	Stakeholder responsibilities:	31
13.4	Planning cycle responsibilities:	31
13.5	Infrastructure responsibilities:	31
13.6	Budget responsibilities:	31
14	VICE-CHAIRMAN	32
14.1	Background:.....	32
14.2	Day-to-day responsibilities:.....	32
14.3	Budget, Stakeholder, Planning cycle and Infrastructure responsibilities:	32
15	CLUB PRESIDENT	33
15.1	Background:.....	33
15.2	Background:.....	33
16	FINANCIAL PLAN	34
16.1	Background.....	34
16.2	Directors budget responsibilities	34



Version Control

Version	Date	Author	Change Description
1.1	28/08/09	DH	First draft
1.2	13/09/09	DH	Second draft
2.0	22/09/09	KS	Approved copy

Scarborough Athletic Football Club at its option, may change, delete, suspend, or discontinue parts or the plan.

Glossary

The 2009-2010 Business Plan will be referred to as *"The Plan"*.

Scarborough Athletic FC will be referred to as *"SAFC"*.

Scarborough FC Supporters Society Limited will be referred to as *"The Society"*.

Members of the Society will be referred to as *"Members"*.

The Scarborough Athletic Board of Directors will be referred to as *"The Board"*.

Individual Elected Members of the Board of Directors will be referred to as *"Directors"*.

"Aims" refer to what The Club and The Society wishes to achieve.

"Objectives" refer to the undertakings of The Directors in order to achieve the Aims.



1 CHAIRMAN'S FOREWORD

It is a great honour and privilege for me to introduce the first Business Plan of SAFC. Its publication is the result of a wonderful first combined effort; every member of the board has contributed. It marks a major watershed in our development, and we're justifiably proud of our progress as we move inexorably from being a bunch of enthusiastic supporters from many walks of life who share a common passion for our club into a structured and efficient board capable of bigger and better things.

When I realized that I would have to write the introduction, I thought that after writing programme notes for two seasons it would be easy. I was used to letting you know my thoughts on just about every subject related to our club; some have been gratefully received whilst others may have been controversial. In almost every case, my notes were being read by fans who attended matches and bought the programmes - and that was that.

But this business plan goes much further. Not only should the document reach out to those fans who read the programme; it also needs to reach out to prospective new members of the Society, to sponsors, potential sponsors, prospective board members, players, exiles, local community groups, councillors and other stakeholders who want to know more about us.

I expect some of you will want to see more reassurance that we are planning for our long term future; to predict and work towards success in two or three or five year's time. But this ability comes with confidence and experience. You will see evidence of our progress in the following pages. The real value in creating this business plan is not so much having something impressive to wave in your faces (and then put on the shelf to be forgotten); but rather its value lies in its structured approach to getting the board to research and think about our business in a systematic way. The process has helped us to think things through thoroughly; to research the facts, to weigh risks; to look at our ideas critically (and to change our minds if something else appears to be in the best interests of the club). This process must be learned and become second nature. Sometimes we may be distracted from our day-to-day efforts of running the club. I do not see that as a problem in the context of business planning, because it helps us to appreciate the differences between operational and strategic; to focus on what a director should be doing rather than what we actually get involved in. It has highlighted our weaknesses as well as our strengths, and given us the opportunity to address and learn from those weaknesses. Above all, we know that a well-researched plan avoids costly, perhaps disastrous, mistakes later.

All of this may sound like heavy going to some of you. To others it is basic fare and should have been resolved months previously. To those people I want to say that we are all volunteers and doing our best for the love of our club; we are all learning and adapting all the time. I doubt there will be calls to sling anyone into jail for not achieving – at least not all of us! However, a robust business plan is one of the best things we can do for Scarborough Athletic. Take a look at the following pages and pages of responsibilities shared amongst the directors and I challenge you not to be impressed by the sheer volume and range of responsibilities each of us has taken on.

(Contd)

Directors are now charged with achieving one or more objectives. We have already identified these objectives within this business plan, namely:

- *Community:* Engage a greater diversity of the community and increase opportunities for input from community groups.
- *Commercial:* Increase revenues from merchandise sales, advertising, sponsorship, hospitality, ticketing, retail and media and to widen the scope of commercial activity at the Club.
- *Football:* Support the Management Team in bringing together and developing a playing squad that is best-placed to achieve the aspirations of the Club on the pitch.
- *Club:* The Club Secretary will work closely with and support the Director of Football, sharing a similar football-oriented objective, but focusing more on ensuring the success of match day administration and logistics.
- *Communication and Marketing:* Increase the awareness of the football club; locally, regionally and nationally.
- *Operations:* Provides the support functions necessary for SAFC to deliver its products and services in an efficient and cost effective manner.
- *Location:* Ensure the Club returns to the Borough of Scarborough at the earliest opportunity in facilities that benefit the wider sporting community.
- *Financial and Budget:* Maintain a robust business model which will create a framework for responsible and prudent financial management to enable the club to achieve its aims and objectives.

You won't be surprised that each objective corresponds closely to the title of an individual director. This is deliberate. It is important that an objective becomes the core of someone's job; the thing they *must* achieve as a Board member, elevating their strategic responsibilities from operational matters (who knows, we may need to think about a separate Management Team?) But this document isn't just about listing what each of us does; it also outlines what you expect of us, and indicates how you can measure our effectiveness as individuals. (It also lets you judge whether you have the skills and expertise to do these things better yourself, or to add value to what we are doing already; volunteers are always welcome...)

Even as we adapt to a more structured way of working, we must learn to look further into the future; to consider what our longer-term needs are as well as our immediate needs. Suppose we get promoted again at the end of next season, what income do we need to sustain ourselves at a higher level? How will our move into Scarborough affect our finances a couple of seasons hence? How will it affect the relationships with all our stakeholders and how quickly can we grow our expanded fan base? What level of grants, revenues and investment will be needed? That is where mature planning and leadership skills come in; articulating where we want to be and then steering our beloved club towards getting there.

(Contd)

I want to close now by sincerely thanking all members of the Board, past and present, for supporting the club and working with me on this task. Everybody has made really good progress in such a short space of time, and I feel that many of the building blocks for a successful future are now in place. You should be very proud of the efforts each board member has made, and continues to make in order that we can all enjoy the success story that is Scarborough Athletic.

My roll call of honour could never be complete, however, without a mention of our Sponsors, the Managers of our first and reserve teams, the backroom staff, the Players (past and present) for their contribution to the joys and agonies of being a football fan, the countless other volunteers, the Chairman and staff at Bridlington Town who have made us so welcome for the last two years, and – most importantly – to YOU the Society Members.

Simon Cope

Chairman, SAFC



2 Management and Organization

2.1 Terms of Reference

We want to tell you something about our football club; when it was formed and why. We also want you to know that we take our responsibilities as a club very seriously, so will also tell you something of our governance, organisation and how we elect our Board of Directors.

2.2 The Society

The Scarborough Athletic FC Society is a not-for-profit organisation, registered with the Financial Services Authority as an Industrial and Provident Society. It began life as the Seadog Trust back in November 2006 when supporters formed the group to try and gain fan representation on the board of Scarborough Athletic FC. A steering committee was formed and in April 2007 the Seadog Trusts first board was elected.

After the liquidation of Scarborough FC in June 2007, the Society formed a new club - Scarborough Athletic FC. The Society owns 100% of this club and this makes each member an equal shareholder of Scarborough Athletic FC. Each share is worth £1 and these shares cannot be traded or transferred. The share entitles each member to one vote at our AGM and elections.

2.3 The Board

The Board of SAFC consists of 10 elected Directors (plus up to two co-opted members to supplement the skills of the Board). This Board is directly answerable to its members and, as with all football clubs, to the FA and the league in which it plays (currently, the Northern Counties East League). Each year, either 3 or 4 Directors must retire by rote, and the membership is invited annually to elect new Members to the Board from amongst their number.

The Board elects a Chair and vice-Chair from amongst the elected Directors annually, and the Chair allocates personal responsibility for the success of a particular brief to individual Directors. The Terms of Reference for each Director, together with their allocated portfolios and objectives are described over the following pages.

2.4 Processes and Policies

The infrastructure of the club is often the last thing we think of when we stand on the terraces cheering our team on. But our performance and game plan is no less crucial off-the-pitch as it is on-the-pitch. So this section is all about *assurance*, outlining the policies, processes and controls we've put in place to ensure our performance off the field is of the highest order.

The decision making process of the Board is guided by our Annual Planning Cycle; this lists and calendarises Business Planning, Annual Audit, Budget Setting, regular monthly Board meetings and so on. All Board Meetings are minuted and published on the Official Club Website www.scarboroughathletic.com and Members are invited to seek clarity of minutes prior to the Chair 'signing them off'. The Board remains in regular daily contact between meetings through an active email group where crucial, urgent matters and operational decisions can be made quickly and without recourse to the Board Meeting Structure.

As a new Club, Board protocols are evolving all the time, although Directors must conform to published policies regarding their eligibility and behaviour.

The Society is also subject to stringent financial control. Financial information is produced for the Board at each meeting and quarterly for members. The Society then undergoes a full independent financial audit after the Society's year end. Results of this audit are then presented to the members at the AGM.

2.5 Controls

Controls allow us to monitor, measure and adjust where necessary our performance. In other words, the purpose of business control is to identify unfavorable business performance so we can take appropriate action.



3 COMMUNICATIONS PLAN

Drawing up a communications strategy is an art, not a science and there are lots of different ways of approaching the task. Our communications strategy is integral to our business plan, it should establish the following.

3.1 Objectives

Our communications activity is not an end in itself. That's why we needed to be clear from the outset about what we're trying to achieve, and should ask ourselves what we should be doing within communications to help SAFC achieve its core objectives.

By following our business objectives, we'll ensure that our communications strategy is organisationally driven rather than communications driven.

3.2 Knowing our audience

The success of any communication is based on knowing who we're speaking to; we need to find out as much as possible about our audience to ensure we're using the most effective routes to communicate with them.

The best audiences to target may not always be the most obvious ones. Everyone would like a higher media and political profile, yet any of our activities aimed towards the media may be just self-serving and communications driven, with no wider impact.

Fear not; we've already identified the audiences with whom we need to communicate in the operational plan. We've identified different groups of stakeholders, and individual directors are charged with working with those groups.

3.3 Messages

We need to think more objectively about what messages we're trying to communicate to our stakeholders. The message we need to communicate to one group of stakeholders may be quite different to the next group.

Targeting and consistency will be the key to our success. The communications director will now work closely with each of the other directors to create a 'case' covering all the key messages they want to put across. To make things manageable, we will summarise each case in, say, three key points which can be constantly repeated.

3.4 Activities and tools

Ad hoc communications and reactionary communications rarely have the desired effect. A proper strategy should include a simple activity schedule outlining how we plan to roll out each set of activities over a period of time; again we've got a head start because we've

identified several key dates already in our operational plan (the planning cycle). As we develop our communications expertise, it is clear that other directors will have a key role to play here, and we will circulate our communications activities to each other so that we can see what's coming up and identify potential synergies or conflicts at an early stage. The key rules are always to deliver what we promise and *never* to over promise.

This is the best place to identify the tools and activities we need to communicate the key messages. These will be suggested by our stakeholders, messages, or a combination of the two. For example, the business plan is a useful tool in corporate communications whereas an email newsletter lends itself well to informal communications.

3.5 Working in partnership

It's always worth considering how we can capitalise on existing relationships with other organisations or build new ones to maximise the impact of our communications activities.

Where we can, we will work with third parties who already have direct communication channels to our stakeholders. Piggybacking onto the communication activities of others makes sense if it avoids duplication of effort and materials.

Developing joint communications initiatives can also be successful as long as there is a good match between target audiences and key messages. It's essential that early on in the project, the lead organisation is identified in terms of communications and that there's agreement about how the activity will be managed. Usually, all parties will be given the credit for the partnership project, either through all logos appearing on the communications materials or by naming all the partners in the text.

3.6 Media relations

Media relations is the name given to the business of getting editorial coverage in the media and can be one of the most challenging – but not necessarily the sole - basis of a communications programme. SAFC has successfully opened up a number of possibilities with the media, but not every director has access to the media in order to promote their messages. Also, in a multimedia world, we should not assume coverage is limited to the written or the spoken word. The communications director needs to support all directors in helping them to get their message across in the most appropriate media form.

3.7 Evaluation and amendment

It's crucial that we set ourselves the criteria that we'll use to measure and evaluate the effectiveness of our communications activities.

We will set up an ongoing communications 'audit' to assess the effectiveness of our operations; internally and externally. Again, we've already made a start with the popular (but very brief) consultation experiment we undertook last season; the missing link being a proper evaluation of the responses and a public acknowledgement that such feedback will sometimes lead to the amendment of our strategy.

Questions we should ask our stakeholder groups could include: what do you read/see/hear about SAFC; what works/doesn't work, what do you want to see more of, what information do you need that you are not currently supplied with, and how often do you want us to communicate with you?

Our evaluation should involve everyone on the Board, and the entire Society. We should then direct the feedback back into our operational plans and our longer term strategies.



4 OPERATIONAL PLAN

4.1 Our Aims

This Business Plan is a route map to help SAFC reach its destination; a planned and continuously developing journey that spells out SAFC's vision for what the Club will look like at the end of its second year. We have five Aims (places) we need to reach:

- “To ensure Scarborough Athletic 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 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 that Scarborough Athletic Football Club returns to the Borough of Scarborough in facilities that benefit the wider sporting community, that are sufficient to provide the club with future growth and that ensure the club is financially viable”.
- “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 they are members”.

4.2 Our Objectives

Just as we see our Aims as the places we want to reach; so our objectives become the roads we actually travel down to get to those places. The Board comprises a range of skills and expertise. As Directors, we are responsible for leading the Society along different parts of our journey; making sure we travel along the most economical and efficient routes possible.

Objectives are powerful *measures of our success*, which clearly demonstrate (rather than promise) that we are achievers. Our objectives give the Board a clear sense of direction, they help to convince others that the Board has a sense of direction; they help to build community commitment because they are announced up-front and give our Stakeholders something to measure our progress against.

- *Community*: Engage a greater diversity of the community and increase opportunities for input from community groups.

- *Commercial:* Increase revenues from merchandise sales, advertising, sponsorship, hospitality, ticketing, retail and media and to widen the scope of commercial activity at the Club.
- *Football:* Support the Management Team in bringing together and developing a playing squad that is best-placed to achieve the aspirations of the Club on the pitch.
- *Club:* The Club Secretary will work closely with and support the Director of Football, sharing a similar football-oriented objective, but focusing more on ensuring the success of match day administration and logistics.
- *Communication and Marketing:* Increase the awareness of the football club; locally, regionally and nationally.
- *Operations:* Provides the support functions necessary for SAFC to deliver its products and services in an efficient and cost effective manner.
- *Location:* Ensure the Club returns to the Borough of Scarborough at the earliest opportunity in facilities that benefit the wider sporting community.
- *Financial and Budget:* Maintain a robust business model which will create a framework for responsible and prudent financial management to enable the club to achieve its aims and objectives.

Each of these several objectives embraces a whole catalogue of challenges and opportunities. They require specialist skills that may be quite unique to that objective. So whilst all Board members work together and support each other at all times, the Chairman is required to nominate individual directors with the most appropriate skill set and experience to look after a particular 'portfolio'.



5 COMMUNITY

The Director of Community is mandated to engage a greater diversity of the community and increase opportunities for input from community groups.

5.1 Background:

The Club's business model goes beyond simply looking at our aims to achieve a certain level of income or performance on the field. We've always had the principles of community at our core, so the Community Director needs to have a real belief in, and an understanding of the impact football has on peoples lives.

The Club feels strongly that, after a first period of consolidation, we must further demonstrate the progressive nature of the club and act as a vector in bringing more aspects of the community together; it's key to demonstrate the commitment the Club has to the community that it represents.

Principally, the Club must first find ways to successfully engage community groups. Once relationships are built, opportunities for these groups to offer their input in to the Club will be greater. The Club wants to encourage a reciprocal relationship between ourselves and the wider community, promoting success and achievement; sharing our knowledge and enthusiasm for the benefit of each other.

A key aspect to our success will be the way in which we build and further develop our relationship with the highly successful and hard-working SAFC Supporters Club.

5.2 Day-to-day responsibilities:

Youth development: The Director of Community will oversee and co-ordinate a Youth Development Programme, driving new community initiatives on behalf of football in Scarborough, and promoting SAFC as the hub of the community as well as inspiring new fans for the future of the club; regardless of age, sex, ethnic or religious persuasion. Selling the club and arranging visits to our home ground by schools, disabled groups, scouts, brownies, other sports groups/teams and charities.

Community development: The Director of Community will proactively develop relationships with fans groups and groups of potential fans to create exciting and memorable projects; building links with such groups on a regular basis. Ensuring SAFC is more accessible to more of the community and assessing the likely demand for the community to access matches. Implementing ideas (such as Fans Forums) to integrate the club into its local community away from match days. Finding the best ways of recruiting community coaches and volunteers; understanding their key tasks and duties, how to attract them and keep them motivated. The Director of Community will also liaise with visiting supporters clubs and other fans groups.

Fundraising: The Director of Community will seek to raise funds for community sports projects. Learning about the fundraising process; how to assess community sports projects; defining aims and objectives and how to successfully plan, monitor and evaluate the projects.

Supporters Club: The Director of Community will work closely with the Officers and Members of the SAFC Supporters Group, for the benefit of both.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

5.3 Stakeholder responsibilities:

The Director of Community oversees the general interests of the wider SAFC fan base in Scarborough, the SAFC Supporters Club, schools and youth groups in the Scarborough area and the sizeable exiled community of SAFC Supporters.

5.4 Budget responsibilities:

The Director of Community oversees expenditure on the Xmas Draw, Donations *and* Sales Postage Budgets.



6 COMMERCIAL

The Commercial Director is mandated to increase revenues from merchandise sales, advertising, sponsorship, hospitality, ticketing, retail and media and to widen the scope of commercial activity at the Club.

6.1 Background

The Commercial Director has 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 compliance with our business goals or policies and to understand or manage the financial and risk implications of any variations with them.

A coordinated sponsorship strategy will ensure the club delivers maximum revenues from all new and existing clients and delivers a return on our investment. A key requirement, therefore, for the Commercial Director is to acquire an understanding of sports sponsorship and the benefits of what and how it can deliver for our prospective partners. It is also necessary to build up and demonstrate experience of negotiating sponsorship contracts at a local, regional and even national level.

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.

6.2 Day-to-day 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 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 wears; liaising with kit suppliers and manufacturers.

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

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

6.3 Stakeholder responsibilities:

The Commercial Director oversees the general interests of Sponsors, Advertisers of the Club, and suppliers of Merchandise.

6.4 Planning cycle responsibilities:

The Commercial Director oversees the selection of Team Kit.

6.5 Budget responsibilities:

The Commercial Director oversees Track Suit Sponsorship, The Sporting Dinner 2009/10, Golden Gamble, Sponsors Hospitality, Match Sponsorship, Fundraising Costs, Sporting Dinner, Match-day Hosting, Sales Promotions, Ball Sponsorship, Shirt Sponsorship, Refreshments, Ground Advertising Boards, Ball Kids Sponsorship, Transport Sponsorship, Super Draw *and* Merchandise Sales and DVD Sales budgets.



7 FOOTBALL

The Director of Football is mandated to support the Management Team in bringing together and developing a playing squad that is best-placed to achieve the aspirations of the Club on the pitch.

7.1 Background

Essentially the Director of Football is best-placed to assist the First Team Manager and the Reserve Team Manager. It follows that the Director must be experienced in a wide range of football-related matters and is available to help the other Directors who don't have that experience.

The Director of Football is responsible for the playing budget; what to spend on wages transport, training and making sure everything runs as smoothly as possible. It means that the Manager is left to look after what's most important; all the players at the club, the teamwork, tactics, fitness, medical side, picking the team and just about everything else directly needed to pick up the points we all crave for at the end of the day.

The Director of Football has to be involved in the selection and further development of the Manager; the interpersonal relationship and bond of trust between them should be one of the strongest at the Club.

7.2 Day-to-day responsibilities:

Budgets: The Director of Football liaises with the Manager and the Reserve Team Manager in determining the size of the playing budget for the season and represents the Manager and his 'backroom staff' in all subsequent Board negotiations. He will deal with players' budgets, paying out the players expenses, collecting fines from the players.

Logistics: The Director of Football will ensure that the Managers' requirements regarding training facilities etc. are met. He will oversee transport arrangements for players, the Manager and his 'backroom staff' on match days and training nights. He will liaise with the Manager and players at all times to ensure smooth operations in terms of match day availability, training, and injuries, and ensure that the club has the required equipment to perform to the best standard.

Performance: The Director of Football will assist the Manager and the Reserve Team Manager with assessments of opposing teams, be the formal representative of the club when contacting new players (with the agreement of the Manager), looking for and realising any and all opportunities (including informal team and player bonding activities) to improve the squad for the future benefit of the SAFC on the field.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

7.3 Stakeholder responsibilities:

The Director of Football oversees the general interests of the Playing Staff and Management.

7.4 Planning cycle responsibilities:

The Director of Football oversees pre-season Training Issues.

7.5 Budget responsibilities:

The Director of Football oversees Players First Aid Cover, Fuel and oil, Miscellaneous Motor Expenses, Travelling, Vehicle Hire, Training Facilities, Players Insurance, Football Equipment, Staff Salaries, Players Expenses, Casual Wages, Players Kit, Physiotherapy and Medical budgets.



8 CLUB

The Club Secretary will work closely with and support the Director of Football, sharing a similar football-oriented objective, but focusing more on ensuring the success of match day administration and logistics.

8.1 Background:

The Club Secretary will be responsible for all match-day administration for the First Team and the Reserve Team; including liaising with each Manager, the match-day secretaries from opposing teams, the referee and his assistants, and dealing with any other issues arising on and from each match-day.

8.2 Day-to-day responsibilities:

Administration: The Club Secretary sends out and responds to all League and FA correspondence relating to the day of the match; including team sheets, results, match reports, player registrations. He also arranges payment to the match officials.

Compliance: The Club Secretary ensures 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: The Club Secretary liaises with the Manager on the arrangements for all relevant league, cup and 'friendly' fixtures, liaises with the FA, NCEL and NRCFA 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. The Club Secretary ensures the smooth and seamless administration of match-day procedures relating to the teams and fixtures. The Club Secretary oversees the teams' half time requirements, match-day travel arrangements and re-arranges fixtures where necessary. The Club Secretary also supports the Operations Director to ensure that League requirements for appropriate ground facilities on match days are met and liaises with players and officials to arrange suitable levels of hospitality for them.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

8.3 Stakeholder responsibilities:

The Club Secretary oversees the general interests of the Management Committees of the various leagues and the FA.

8.4 Planning cycle responsibilities:

The Club Secretary oversees all League and Cup Applications and registrations.

8.5 Infrastructure responsibilities:

The Club Secretary oversees FA, NCEL and NRCFA Rules

8.6 Budget responsibilities:

The Club Secretary oversees Club Fines, Boro Bus, Public Liability Insurance, Affiliation \Cup Fees, League Stationery, Laundry, Match officials, Shoreliner Bus *and* Away Travel budgets.



9 COMMUNICATIONS AND MARKETING

The Communications and Marketing Director is mandated to increase awareness of the football club; locally, regionally and nationally.

9.1 Background:

The Communications and Marketing Director is one of the most sensitive roles at the whole club. The role requires total awareness of the 'zeitgeist', and a capacity to exploit the marketing possibilities of positive news, and also the diplomacy to reverse potentially negative developments. The role requires access to and delivery of timely, accurate and objective information at all times. As such, the Communications and Marketing Director requires the prompt assistance and cooperation from other Directors if he is to deliver.

9.2 Day-to-day responsibilities:

Electronic Media: The Communications and Marketing Director manages the Official Club Website; liaising with the other 'Directorates' to compile timely news items and features, and for ensuring that all information is accurate, up to date and inspirational.

The Communications and Marketing Director advises the Board on all e-commerce opportunities, software platforms, internet presence, mobile phone technology and broadcast that might offer marketing, promotional and PR possibilities designed to increase the Clubs customer base and increase revenue.

The Communications and Marketing Director develops further the SeadogsLive service with updated website, increased quality broadcasts, player and manager interviews, engaging more supporters into roles within the service.

Public Relations: The Communications and Marketing Director builds on the Clubs core fan base and liaise with other 'Directorates' to ensure that appropriate processes are in place to grow match day attendances and increase the club's appeal; promoting the image of the club locally and nationally. Generating regular Press Releases, editing the match-day programme and maintaining media contact; liaising with the other Directorates to compile timely news items and features, and for ensuring that all information is accurate, up to date and inspirational. Programme editor. Using the Clubs media network to disseminate Team and Fixture Information, Team Information

Marketing: The Communications and Marketing Director is responsible for assembling and introducing a Marketing Plan which will need to be adopted by the Board as a new Planning Cycle Item.

The Communications and Marketing Director will achieve break-even on production and sales of the match-day programme during 2009-10, and making a surplus on programme advertising costs.

The Communications and Marketing Director will increase the club's opportunity for profit through the match day programme via implementation of a 'buy an image' scheme which will allow all images in the programme to be ordered in print form.

The Communications and Marketing Director will implement the 'Back 2 Boro' scheme by the end of October 2009, including the taking on of a manager (if possible) to oversee fundraising and financial transactions. Implementation of a 'Boro shirt auction night' to kick-off the fund, using all shirts currently in our possession to raise funds, including 07-08 and 08-09 playing shirts (after pre-season) and Are Guttelvik's donated jerseys.

The Communications and Marketing Director will perform other such duties as may be prescribed by the Board from time to time.

The Communications and Marketing Director will promote the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

9.3 Stakeholder responsibilities:

The Communications and Marketing Director is the primary interface with the Press.

9.4 Infrastructure responsibilities:

The Communications and Marketing Director is responsible for producing the SAFC Marketing Plan.

9.5 Budget responsibilities:

The Communications and Marketing Director oversees expenditure on the Supporters Game, End of Season Review, Program Printing, End of Season Review Printing, Kit Auction, Printing, 10 Below Zero, Player Sponsorship, Seadogs Live, Program Advertising, Program Sales.



10 OPERATIONS

The Operations Director is mandated to provide the support functions necessary for SAFC to deliver its products and services in an efficient and cost-effective manner.

10.1 Background:

Change Management is a key part of the workload of the Operations Director. Indeed one of their key functions is to drive continuous changes to bring cost and efficiency benefits to the business. The Operations Director should have good organisational skills, the ability to prioritise their workload to ensure maximum benefit for SAFC customers, its operations team and to mobilise them to achieve a common strategy.

10.2 Day-to-day responsibilities:

Board Development: The Operations Director co-ordinates the professional development of Directors and Volunteers.

Match-day duties: The Operations Director ensures the health and safety, and the smooth running of the match day experience for all supporters; both in the ground and outside; including Insurance, Ground Safety, Stewarding, Car Parking; and liaising with visiting club officials to ensure their trouble-free experience. The Operations Director undertakes similar responsibilities at any other SAFC event, and to liaise with organisers of those events. The Operations Director is responsible for liaising with the Official Supporters Club and other groups to try and ensure the health, safety and good conduct of travelling SAFC fans.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

10.3 Stakeholder responsibilities:

The Operations Director is the primary interface with Bridlington Town FC.

10.4 Infrastructure responsibilities:

The Operations Director oversees the implementation of the Supporters Behaviour Policy

10.5 Budget responsibilities:

The Operations Director oversees Safety (Stewards, Police, and St Johns), Ground Fees (Rent, Repairs, and Overheads) and other Operational Budget Codes budgets.

11 FINANCE

The Finance Director is mandated to establish and maintain a robust fiscal model which will be used for the responsible and prudent financial management of the Society.

11.1 Background:

The Finance Director must be a strategic player, advising the board on how to drive growth, explore new opportunities and make resources deliver the very best results. So communication and relationship management skills are required, alongside solid accountancy qualifications and overseeing the financial health of the Society.

11.2 Day-to-day responsibilities:

Financial Management: The Finance Director is 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.

The Finance Director is responsible for assembling and introducing a Finance Manual which will need to be adopted by the Board as a new Planning Cycle Item.

Accounts: The Finance Director is 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 correct. Liaising with the Auditor and preparing the Annual Audited Accounts for the Society.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

11.3 Planning cycle responsibilities:

The Finance Director oversees the production of the Budget and Annual Audited Accounts.

11.4 Budget responsibilities:

The Finance Director oversees Postage and Carriage, Amazon Store, Telephone, Telex/Telegram/Facsimile, Office Stationery, Books etc., Audit and Accountancy Fees and Professional Fees budgets.

12 SOCIETY SECRETARY

The Society Secretary serves as a focal point for communication with the Board of Directors and the company's shareholders, and who occupies a key role in the administration of corporate matters.

12.1 Background:

The main responsibilities of the Society Secretary are administrative in nature - ensuring legal and regulatory documentation is completed and returned, Shareholder interests are represented and the Board is able to function effectively and efficiently.

The "core competencies" include understanding the SAFC 'business' thoroughly; having a basic knowledge of corporate law; demonstrating a "presence" and being able to back it up with solid communication skills.

The Secretary is the principal corporate contact for most shareholders (Society Members), and may be able to influence how shareholders view management's responsiveness.

12.2 Day-to-day responsibilities:

Board and Committee Meetings: The Society Secretary arranges corporate meetings, takes and distributes minutes. Ensuring that the Board has proper advice and resources available to discharge its duties, and ensure that the records of the Board's actions reflect that the Board has done so. Helping 'induct' new directors to the Board, advising and keeping directors informed of their corporate and legal responsibilities, assisting with constitutional compliance issues, coordinating and organising the flow of company information to other Directors.

Annual Meeting of Shareholders: The Society Secretary arranges Annual Meetings of Shareholders; determining the agenda of such meetings, preparing and distributing notices of the meeting, the Annual Report, coordinating security arrangements, soliciting proxies where necessary and that results are duly reported in the minutes of the meeting.

Records and compliance: The Society Secretary executes a number of documents on behalf of the Society, providing assurance that records are filed, protected but accessible, kept up-to-date and are retained in accordance with applicable law and sound business practices. The Society Secretary also administers Society rules, codes of conduct and other corporate-wide policies; ensuring that we always abide by these rules. He also prepares corporate communications on matters of significance to the Society; communicating with Supporters Direct as needed and the FSA.

Shareholders: Maintaining shareholder relations, responding to shareholder inquiries, directing or assisting in preparing and distributing reports and other materials, sending out share certificates and badges, quarterly shareholder communications, maintaining statistical information on the shareholder database and alerting the Board to shareholder concerns.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

12.3 Stakeholder responsibilities:

The Society Secretary is the primary interface for Members and Season Ticket Holders.

12.4 Planning cycle responsibilities:

The Society Secretary oversees Elections to the Board and the Annual General Meeting of the Society.

12.5 Infrastructure responsibilities:

The Society Secretary oversees the production of, and compliance with the Election Policy of the Society and the Minutes of each Board Meeting.

12.6 Budget responsibilities:

The Society Secretary oversees Meeting Room Hire, Conferences, etc., Society Membership, Elections Hustings, Supporters Direct, Donations budgets.



13 CHAIRMAN

13.1 Background:

The Chairman presides over the Board of Directors of SAFC and provides leadership to the Board, determining that the Board meets all its legal and ethical responsibilities. He has the responsibility of leading the Board in setting the values and standards of the Society and of maintaining a relationship of trust with and between the Directors. He serves as spokesperson to the shareholders at the Annual General Meeting and promotes the Society's efforts aimed at achieving its corporate objectives, its viability and its strategic development.

The Board currently delegates to the Chair the challenge of ensuring the Club returns to the Borough of Scarborough at the earliest opportunity in facilities that benefit the wider sporting community.

13.2 Day-to-day responsibilities:

Planning: The Chairman ensures the Board's oversight of the plans and strategies of the Society. He makes sure that measurable organisational objectives, approved by the Board, are established with time limits to their attainment, and monitors the progress toward that attainment. He provides advice and counsel to the Board regarding external public policy developments, and oversees compliance with applicable regulatory requirements. It follows that the Chairman also ensures that the operations and the development of the Society are conducted in a lawful and ethical manner.

Board Leadership: The Chairman determines the agenda of corporate meetings, appoints, subject to ratification by the Board, special committees to expedite the strategy of the Club. He directs the Board in the fulfilment of its stated roles, objectives and responsibilities; sets the agenda of Board meetings; ensure the provision of accurate, timely and clear information to Directors, ensures the regular evaluation of their performance is undertaken; and facilitates the effective contribution of Co-opted Directors. It follows that the Chairman has a mentoring role; enhancing the personal and professional development of individual directors and the Board as a whole, and promoting unity and cooperation at all times.

Receipts: The Chairman is delegated the challenge of setting revenue targets for Gate Receipts and Season Ticket Sales. He will also co-ordinate the efforts of other directors in achieving those targets.

Relations with Stakeholders: The Chairman must consistently demonstrate that he never forgets that he is the leader of the Club for all its Directors, volunteers, players, fans, match-day guests and sponsors.

Strategic Relationships: The Chairman is the 'figurehead' of the Society and is required to demonstrate the highest levels of integrity and assurance, seeking out all strategic opportunities to increase the stature of the club externally with third parties and with all visiting VIPs, The Chairman ensures that SAFC has strong connections with Scarborough Borough Council and is working towards getting football back to the Borough He should also work towards uniting the Club with the Academy.

Communication: - The Chairman should have an overall knowledge of everything that is happening in SAFC both on and off the field, and should evidence communication skill of the highest order both internally and externally.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

13.3 Stakeholder responsibilities:

The Chairman is the primary interface with Scarborough Borough Council, *other* Directors of SAFC, Businesses and the VIPs from the League(s) and the FA.

13.4 Planning cycle responsibilities:

The Chairman is responsible for devising the Business Plan.

13.5 Infrastructure responsibilities:

The Chairman is responsible for the Code of Conduct for the Directors of SAFC, and Board Membership Policy.

13.6 Budget responsibilities:

The Chairman oversees Scarborough & District Sports Council budget. The Chairman is also responsible for overseeing gate receipts which



14 VICE-CHAIRMAN

14.1 Background:

To support the Chairman of the Society, and also to represent the Society in the absence of the Chairman.

14.2 Day-to-day responsibilities:

Compliance: The Operations Director ensures the objectives of the Business Plan, that actual expenditure against budget are being monitored effectively, and that adequate controls are being implemented. It follows that 'Risk' assessment and Risk management are key responsibilities; ensuring business continuity requirements are met. The Operations Director will maintain a working knowledge of SAFC 'Operational' policies, ensuring they are appropriate to our business and operational needs.

Preside over meetings of the Board of Directors in the absence of the Chairman, ensuring equality of opportunity for all Directors to participate in the decision making process.

Be an ambassador for and promote the Society as the deputy to the Chair; in leading official visits by the Board, representing the Chairman at ceremonies, social occasions and so on when the Chair is unable to attend.

Both the Chairman and the Vice Chairman will liaise regularly with each other and agree to ensure continuity in policy, operations and advice.

The Vice-Chairman currently undertakes (delegated) Budget Setting and Management Accounting for SAFC, liaising with the Finance Director in collating club financial information, reports and cascading information to board members and stakeholders.

Performing other such duties as may be prescribed by the Board from time to time.

Promoting the interests of SAFC without discriminating against any minority, and conducting themselves in a manner befitting their office at all times.

14.3 Budget, Stakeholder, Planning cycle and Infrastructure responsibilities:

No responsibilities, except in the absence of the Chairman.

15 CLUB PRESIDENT

15.1 Background:

The President is an honorary position held by an individual in recognition of the holders experience, reputation and contribution to football or to the wider community of Scarborough. It is a great privilege to everyone on the Board of SAFC, and to the members in general that an individual accepts the position.

15.2 Day-to-day responsibilities:

The President is essentially an ambassadorial position; he has no *'de facto'* powers to act on behalf of the Society. As an ambassador for the club, the President is free to comment on its behalf on broad policy issues and/or specific issues on which he/she has been fully briefed. The President may be invited to represent the Society at local and associated club annual dinners; responding to toasts as appropriate and so on. The President may also be invited to represent the club at other functions as requested by the Chair.

Ex-Officio meeting attendance: The President is entitled, but is not required to attend Board Meetings and Committee meetings as an ex-officio member. Papers for all meetings are sent 'for information only' unless the President requests otherwise.



16 FINANCIAL PLAN

16.1 Background

The financial plan consists of a 12-month profit and loss projection, a cash-flow projection, a projected balance sheet, and a break-even calculation. Together they constitute a reasonable estimate of our financial future. More important, the process of thinking through the financial plan has begun improving our insight, as Directors, into the inner financial workings of our club.

16.2 Directors budget responsibilities

Operational detail is, of course, confidential to the Board, although we publish regular performance updates and reports. For the purposes of clarity however, we have summarised and extracted the headline revenue and expenditure totals for each directorate (rounded).

		£
Revenues:		
Gate Receipts	Chairman	45,000
Match Day Revenues	Communications & Marketing	7,000
Sponsorship/advertising/merchandising/draw/Amazon	Commercial	37,500
Trust Revenues	Society Secretary	23,500
Travelling Revenue	Club Secretary	4,000
Expenditure:		
Matchday Expenses	Football	58,500
Matchday Expenses	Club Secretary	17,750
Matchday Expenses	Operations	5,750
Matchday Expenses	Commercial	500
Merchandise	Commercial	10,000
Printing	Communications & Marketing	6,500
Administration	Community	1,000
Administration	Finance	5,000
Administration	Communications & Marketing	1,500
Administration	Society Secretary	3,000