



# **ENFIELD TOWN FOOTBALL CLUB BUSINESS PLAN 2019/20 – 2021/22**

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## **ANNEXES**

A Rules for Enfield Town FC Supporters Society Ltd  
*(available in the documents section of the Club website)*

B ETFC Ltd 2018-19 accounts  
*(available in the documents section of the Club website)*

C ETFCSSL 2018-19 accounts  
*(available in the documents section of the Club website)*

## **1. INTRODUCTION**

1.1 This Business Plan aims to consolidate and build upon previous iterations of Enfield Town FC's three-year plan. It is also meant to serve as a template to help improve the performance of the club, both on and off the field. It is a public document, in order that Enfield Town FC Supporters Society Limited members, sponsors, potential investors and anyone else with an interest in, or a connection with, the club can see, in a transparent way, the direction in which the club is heading and its aspirations. It covers the period 1st July 2019 to 30th June 2022.

1.2 This Plan has been developed following a club planning day in early 2019 and subsequent follow-up work. The basic underpinning considerations have been rehearsed with Supporters Society members at various meetings. The continued development of a 3 year forward-look is considered to be an important part of the club's on and off field development in line with its stated vision, mission and high level objectives. As each year passes, it is anticipated that the forward-looking elements of the Plan will become more detailed in the light of experience. The Plan will be subject to ongoing review.

## **2. BACKGROUND**

2.1 Enfield Town FC is operated by ETFC Limited, which is wholly owned by Enfield Town FC Supporters Society Limited (ETFCSSL). ETFCSSL is a Community Benefit Society incorporated under the Industrial and Provident Societies Act 1965, and registered with the Financial Conduct Authority, no. 29239R.

2.2 Apart from players, management and certain other specific roles which may be allocated from time to time, the club is currently staffed by volunteers. The Society has adopted the model rules for a Supporters' Community Mutual as laid down by Supporters Direct (see Annex A). Within these rules, the Society's objectives are to benefit the community by:

- Enhancing the social, cultural and economic value of the Society to its communities and by acting as a responsible custodian of the society's assets and the club for future generations;
- Being the democratic and represented voice of the supporters of the club and strengthening the bonds between the club and the communities which it serves;
- Promoting the game of Association Football within the area by playing at the highest level possible, but always operating in a financially responsible and prudent manner;
- Promoting responsible and constructive community engagement by present and future members of the communities served by the club;
- Operating democratically, fairly, sustainably, transparently and within financial responsibility;
- Being a positive, inclusive and representative organisation, open and accessible to all supporters of the club, regardless of their age, income, ethnicity, gender, disability, sexuality or religious or moral belief.

2.3 On the most recent occasion that ETFCSSL members were surveyed about priority spending area preferences, members' top priority was to provide the first team manager with the best possible playing budget. The second priority was to provide the best possible playing surface. Other priorities also attracted some support, and, of these, there was significant support for seeking to develop additional facilities at the QE II Stadium, such as enhanced function room and meeting room facilities. Members' views on an artificial pitch were broadly against when canvassed.

2.4 The Enfield Town FC main Board approved a budget for 2019-20 in July 2019. The detailed, approved budget is for internal use only and does not form part of this document.

### **3. APPROACH TO PLANNING**

3.1 A planning focus group has reviewed the club's

- Vision
- Mission; and
- Strengths, weaknesses, opportunities and threats (including risk assessments)

3.2 It has also endorsed some basic planning assumptions which have been subsequently approved by the club's main Board:

- a) increased income in line with increased resources year-on-year;
- b) first team promotion to Conference South during the planning period under the current club (ie Trust) structure; and
- c) Board work to continue to be split into strategic and operational activities in order to help improve the efficiency and effectiveness of the club's development, operation, and use of resources,
- d) With planning and delivery, the primary focus should be on:
  - a. Finance;
  - b. Resource;
  - c. Growth; and
  - d. Awareness
- e) That football and other club matters should be kept separate.

### **4. BUSINESS OF THE CLUB AND GOVERNANCE**

4.1 The club's contact details are:

Enfield Town Football Club  
Queen Elizabeth II Stadium  
Donkey Lane  
Enfield  
Middlesex  
EN1 3PL  
Telephone: 07787875650  
Website: <http://www.enfieldtownfootballclub.co.uk>

4.2 The stated aims of ETFCSSL and of ETFC Ltd are to develop strategy, set direction and drive through all required actions to completion in order to ensure that agreed business initiatives are undertaken in the best interests of the club, and of the wider community, in accordance with ETFCSSL Rules (including Board Membership and Conduct Policy), and to ensure that progress is made at an optimum level of efficiency and effectiveness.

4.3 During 2018-19, in order to help clarify, prioritise and deliver operational initiatives, a number of specific themes were taken at individual Board meetings, including: matchday arrangements, Butler's Bar arrangements and the Supporters Club. Themes earmarked for 2019-20 include: marketing, communications, estate issues including health and safety and the first team playing budget.

4.4 During 2019-20, the Board will continue to:

- monitor and review adherence to the club's vision, mission and high level objectives;
- set, and review progress on, long term goals for the club, ensuring strategic fit with vision, mission and high level objectives

- set a framework for the optimum development and delivery of the Business Plan;
- optimise financial and business delivery, and to resolve issues and that impact on financial and business delivery, including monthly scrutiny of management accounts and taking corrective action as necessary;
- review the work of operational workstreams, with 1-1 meetings with workstream leads as well as more general meetings with the main Board as a whole;
- monitor and review directors' agreed values and ways of working and to make interventions and improvements as and when necessary;
- optimise individual director and other contributions and skills while regularly checking corporate capacity and capability, including undertaking succession planning;
- develop communications and marketing strategies as far as possible with the resources available;
- develop and sustain partnership working with key partners (eg LBE, with whom regular strategic partnership meetings have been held from 2018-19)
- Identify other potential key partners with the sustainable growth of the club in mind; and
- ensure good governance throughout the club.

4.5 There will continue to be a regime of budget holder and manager lead roles in both project and day to day arrangements. At the start of the reporting year, the lead roles were:

- Matchday arrangements (Lead: John Dolan);
- Ongoing ground maintenance and stadium readiness (Lead: Paul Millington);
- Income generation (Lead: Steve Read);
- Optimised bar arrangements (Lead: Ciaran Glennon);
- Bar, Boardroom and ground hire (Lead: Les Gold);
- Community initiatives (Lead: Paul Millington) *Section 8 refers*;
- Communications: (No lead appointed; Ken Brazier pro tem);
- Marketing: (No lead appointed; Paul Reed pro tem);
- Playing and team management staff (Lead: Paul Reed); and
- Governance (Lead: Geoff Smith).

4.6 In recent years, a Governance Group comprising three Directors, has met periodically with the aim of helping make club business as efficient and as effective as possible, taking account of the Isthmian League's document "Know Your Responsibilities" (August 2015) and Supporters Direct's "Guidance to help directors of community-owned sports clubs" (December 2014).

4.7 The Governance Group was introduced in advance of the introduction of the requirement for an FA licence for participation in Steps 1 to 4 leagues from the 2016-17 season onwards (announced by the FA in June 2015), whereby in order to obtain a licence clubs will be assessed in various areas including legal, ownership, integrity, stadia and finance. Enfield Town FC's first annual licence was granted in May 2016 and has been renewed regularly since then. The latest renewal, for season 2019-20 was granted in May 2019.

4.8 Also associated with best practice, the club's FA Charter Standard status for 2019-20 is being renewed at time of writing. It is not envisaged that there will be any issues in respect of renewal. FA Charter Standard status is a clear demonstration to all parents, sponsors and the wider public, that a club:

- Is well-organised, safe and offers opportunities for all;
- Has FA qualified coaches as standard;
- Adheres to FA Respect Policies and Codes of Conduct;
- Prioritises Child Welfare; and

- Maintains appropriate levels of discipline.

4.9 At the time of compiling this Plan, the Board meets on a monthly basis, taking specific strategic themes on an alternate month. The Board monitors progress, plans and proposals for change in all areas of the club's work, including the management of resources. It also:

- Reviews and updates club policy and best practice;
- Ensures that projects and initiatives deliver on time and to budget in accordance with objectives, agreeing specific actions on any issues hindering progress;
- Manages any financial issues the Finance Director deems necessary of discussion and/or action;
- Oversees the management and mitigation of risks impacting on the delivery of the club's objectives;
- Provides a forum for ensuring key stakeholder views are considered as part of strategy development, planning and implementation.

4.10 It considers regular updated reports from the accountable owner of each operational workstream lead, with the emphasis on an exception reporting procedure.

4.11 The main Board continues to consider recommendations on strategic issues in terms of converting strategy into operations, setting up workable and achievable initiatives within and between workstreams in order to help meet the club's vision and mission statements.

4.12 The annual canvassing and voting process for new Directors starts in November each year and finishes in January. There are normally up to twelve full Director places available, not including co-opted Directors, with up to three Directors standing down each year in rotation, subject to the number of applications received from new candidates. In 2018-19, there was one new applicant (Mark Thompson), who replaced one director standing down (Mark Emblen). It was announced at the 2020 Supporters Society AGM that Dave Hicks, Steve Read and Geoff Smith (co-opted) were standing down, while John Dolan and Geoff Lee would be converted from co-opted to permanent status.

4.13 Individual and collective Director and Board roles and responsibilities are subject to regular review, in order that an optimum level of individual and corporate performance can be achieved. New Directors receive a pack of induction material, including a set of values and associated behaviours, which is reviewed periodically.

4.14 In recent years the club has been aiming proactively to recruit new Directors with more specific and targeted skills, attributes and experience and diverse views and attitudes.

4.15 The club continues to operate and Associates Scheme, whereby Society members can have an opportunity of greater involvement in 'running the business' of Enfield Town Football Club. A number of Society members with relevant experience and skills have been recruited in this way. All supporters, subject to being members of the Society, are welcome to put themselves forward to become an Associate at any time, and, as the club continues to promote greater diversity, it hopes that this initiative will help attract more women, younger people, and people from minority ethnic backgrounds. It is also hoped that becoming familiar with the work of the club will encourage Associates to seek election as a Director at a future date. The Governance Group will continue to co-ordinate and monitor how the process for involving Associates in the club's work develops.

4.16 The club continues to liaise regularly with The Football Supporters Association (formerly Supporters Direct), and with other FSA affiliated clubs, on policy and best practice.

## 5. VISION, MISSION AND HIGH LEVEL OBJECTIVES

5.1 The Club's Vision is to be:

An inclusive club for all and a football and social centre for the community, with a range of teams playing at the highest sustainable levels possible.

5.2 The Club's Mission is to:

- develop football facilities for Enfield Town FC which will improve the quality and the experience of playing and spectating for the local community;
- increase and sustain participation in all club activities; and
- improve the standards of play of all Enfield Town FC teams.

5.3 The Club's high-level objectives are to:

- Work with London Borough of Enfield and Enfield Town FC Community Sports Development Ltd to deliver initiatives for the benefit of the local community;
- Increase income in line with increased resources year-on-year;
- Build greater awareness of the club within the local community and beyond;
- Increase the number of volunteers in line with identified priority tasks;
- The Board of Directors to operate efficiently and effectively.

## 6. REVIEW OF THE 2018/19 SEASON

6.1 The First Team finished 10th in the Isthmian League Premier Division, an improvement of seven places on 2017-18, and won the Velocity Trophy (Isthmian League Cup). 2018-19 average home league attendances, at 407 were marginally up of 2017-18.

6.2 The Under 23s finished a very creditable runners-up in their first season in the Bluefin Sports Insurance Development League North Division. Whilst success on the pitch remains a valid objective in line with the club's vision and mission statements, the U23s primary purpose is to find and develop hungry, young, talented players who may in time become first team squad material. 2018-19 provided a platform for players such as Josh Davison to make that transition, before he moved on to Charlton Athletic. Other players will continue to be earmarked for development, including arrangements for dual-registrations with other clubs to get senior football game time. There is regular interaction with first team management in order to maintain as smooth a pathway as possible for young players to develop, improve and be promoted within the club.

6.3 The midweek Under 18s finished as champions of the Southern Counties Floodlit Youth League Olympian Division, won the Brian Hitchings Cup and reached the first qualifying round of the FA Youth Cup. A superb season all round, with great player pathway foundations laid for the future.

6.4 The Youth Section completed its second season in the Watford Friendly League. The decision to switch leagues in 2018-19 has proved to be the correct decision; due to the size of the league all the teams in the section have found their divisional level which offers the right level of competition.

6.5 During the 2018 close season the section gained three new teams: U8s, U10s and U15s, with the U8s created of the back of the very successful 2017-18 Saturday morning football school. All three new sides represented the club impeccably during 2018-19. The U18s had a tough first year in their division, picking up 9 points from 17 games, with a small squad hampered by some injuries. The side did very well to reach the semi-final of the Middlesex Cup, which was a great achievement.

6.6 The U16s had another good season in a very tough division, picking up 35 points from 18 games, seeing the team finish third. Unfortunately, the side could not get going in the cups and went out in the early rounds. The U15s had an amazing first season with the club, picking up 42 points from 16 league games, being crowned as champions and staying unbeaten throughout the entire league campaign. They also won the Middlesex and AFA Cups. The U13s saw a huge improvement during 2018-19, with 36 points from 16 games, which was enough to see the side promoted. The U8s, two U9s, U10s and U11s enjoyed their seasons together, building good foundations for the 2019-20 season.

6.7 The entire section continued to enjoy their football and develop as individuals and in groups. The club remains very fortunate to have a number of volunteers, including parents, to run the wide range of teams. The section has grown during the close season, and there are confirmed new teams at U7, U8 and U15 levels. A number of teams entered various summer tournaments.

Current managers are:

U7 – to be confirmed

U8 – to be confirmed

U9s : Andy Kingsbury

U10s (Blues): Ryan Ricciardi

U10s (whites) : Ruairi Mulkere

U11s: Umit Mistiki

U13s: Neil Lutwyche

U14s: Jon Doyle

U15s: Jonathan Bundy

U16s: Marcelo Devisio

6.8 There is an integrated approach within and between each age group and, at the more senior end of the section, the teams have close links with the U18 SCFYL squad, which offers a pathway for all players to progress.

6.9 The Ladies Section remains one of the largest and longest established girls and women's football clubs in the South East. The philosophy of the Ladies Section is "Football for All" so all players can enjoy playing competitive football without the pressure of having to win games. The aspiration is to provide quality training, development and opportunities for the benefit of the individual, the teams and the football club as a whole and to provide a model pathway for learning and development of youth players such that the opportunity to play for the first team at senior level exists.

6.10 ETFC Ladies are a "sister club" of Arsenal Women; coaches have access to training plans and can request meetings with their partner coaches. In 2018-19 there were a number of opportunities for girls to be mascots, ball girls and flag bearers at selected Arsenal Women home matches.

6.11 ETFC Ladies continue to run as many teams as there are members to make sustainable, allowing the "Football for All" philosophy to flourish. Interested parties are invited to attend open training sessions prior to each season starting. All teams play in competitive leagues, with the exception of teams aged under 10 years, who play friendly matches at a central venue. All competitive home games take place at Donkey Lane on Saturday mornings (U18s and below) and on Sunday afternoons (Reserves and Firsts). The first team play at the Queen Elizabeth II Stadium.

6.12 In 2018-19 the Ladies first team competed in the FA Women's Premier League SE Division 1 and finished 3rd with 35 points from 22 games. They also reached the First Round

Proper of the FAWPL Cup, when they were beaten by Norwich City. The Reserves played in the Greater London Women's Football League 2 North (Step 6 of the winter pyramid) and finished 3rd with 49 points from 18 games.

6.13 All the youth teams play in the Capital Girls League and had successful seasons, the Under 13s winning their league and remaining unbeaten. For the 2019-20 season the following teams will play: first team, reserves, development team, U16s, U14s, U13s, U12s and U10s.

Current managers are:

First Team: Billy Highton

Reserve Team: Katrina Moore

Development: Peter Gooch

U16s: Peter Gooch

U14s: Frank Obeng

Under 13s: Richard Blundell

Under 12s: Patrick Lenihan

Under 10s: TBA

The senior roles of the Ladies Section Management Committee are performed by:

Chair: Guy Malyon

Vice Chair: Chris Devine

General Secretary: Claire Ford

Treasurer: Julie Hammond

The Ladies section has been arranged into four priority areas:

- Teams/Players/Coaches
- Fund Raising and Investment
- Engagement and Publicity
- Club Structure and Compliance

The main objectives of the Ladies section continue to be:

- To grow revenue through increased membership, sponsorship and other fund raising activities;
- To ensure at least 50% of the youth section progress to senior football;
- To increase the number of female coaches throughout the club;
- Promotion for both senior teams and the successful launch of a development squad in 2019-20;
- Strengthening our links with the other sections of the ETFC family of clubs; and
- Maintaining a "Football for All" ethos.

6.14 An ETFC Disability Team continued in 2017-18, playing at the Goals Match Day Centre in Ruislip in the Middlesex Pan Disability League.

6.15 Supporters Society Membership during the 2018/19 season at its peak reached 345. This reflected various initiatives designed to boost membership (eg matchday campaigns). Regular members' donations increased in comparison with 2017/18.

6.16 The #GoToTown scheme, a Fanfunding scheme designed to allow Enfield Town supporters to support the club via a monthly subscription while being able to enjoy significant benefits, reached a total of 68 during 2018-19. This scheme allows supporters to pay for Membership and Season Tickets on a monthly basis, and have access to match highlights,



home shirts, matchday programmes and cup match tickets. Following a period partnering external contractors Tifosy, the scheme is now run in-house.

6.17 Food Lovers Delight were contracted external matchday caterers during 2017-18, and the agreement with FLD has been renewed for 2019-20. These arrangements are subject to regular review. All catering on matchdays will comply with the London Borough of Enfield's Sugar Smart criteria. Sugar Smart is an initiative aims to tackle excessive sugar consumption in Enfield and was launched at the QEII Stadium in January 2018.

6.18 The Club's website had an average of 417 visits per week during the course of the 2018/19 season. For most of the season the website's Pitchero ranking was in single figures. Pitchero's ranking system is based on website traffic in comparison with over 300 other Pitchero club websites, taking account of regularity of website updating and contact made by the public. The website is due for comprehensive updating and refreshing during 2019-20.

6.19 In addition to the Club's links with YBSK Beveren (Belgium) further links were developed with Clapton Community FC and FC United of Manchester, both of whom were competed with for the SD Brian Lomax Cup in 2018 and 20-19 respectively, with further friendly matches in the offing.

6.20 The club again devoted a home league match to the *Women At The Game* initiative during 2018-19, and it will also participate in the 2019-20 Non-League Day initiative, provided a home match falls on the annual date.

6.21 The number of club volunteers had been increased significantly during 2017-18, primarily as part of the vital recruitment of volunteers to help manage the QEII Stadium's use for several matches in in the 2018 CONIFA World Football Cup. A number of these volunteers have kindly indicated that they are prepared to help out beyond that tournament on other club initiatives such as stewarding and stadium maintenance but, in general terms, the club continues to be hampered by the availability of too few volunteers for day to day, let alone growth, activities

6.22 The 3G training facility adjacent to the Queen Elizabeth II Stadium continues to be used by the community arm of the club, as endorsed by LBE as primary community user (one of the benefits of being an FA Charter Standard Community Club). ETFC Community Sports Development (see Section 8) will drive the facility usage plan.

6.23 New Salamis FC replaced Enfield Borough as the QEII Stadium's primary tenant at the start of the 2018-19 season. They are contracted to ground share at the stadium until the end of the 2020-21 season. Other clubs have continued to use the stadium pitch (eg Latymer Old Boys and Lloyds of London) when feasible.

6.24 The Queen Elizabeth II Stadium hosted an open cinema event in May 2019, which was well attended. A similar initiative is planned for 2020.

6.25 A selection of 2018-19 targets, and corresponding progress achieved, are as follows:

#### **PROGRESS AGAINST 2018-19 TARGETS**

<b>Lead</b>	<b>Action</b>	<b>Initial target for 2018-19</b>	<b>Notes</b>	<b>Final update to Society Members</b>
Paul Reed	Increased home first team attendances, linked to the	Initial marketing plan in place by 1 <sup>st</sup> October; subsequent actions to be	2017-18 average home league attendances: 405 2018-19 average home league	Attendances were broadly flatlined. There were a limited number of one-off marketing initiatives,

	development of a marketing plan	agreed	attendances: 407	but a shortage of available resource, and other priorities taking precedence, hindered progress. Plans are in place to rationalise marketing and communications efforts in 2019-20 and it is hoped that some of that work will contribute to an increase in attendances, alongside the success of the team
Paul Reed	Youth and Ladies' sections – improved integration within main club	Regime of meetings in place by 1 July; other specific actions to be agreed	Ladies and Youth Section reps invited to main club board meetings; FA have recommended a clearer overall structure for the club	The Chairs of the Men's, Ladies and Youth sections have been working with a consultant from the FA in order to review the whole structure of the club and how that can be improved in order to strengthen the club as a whole and give it the best possible chance of growing its infrastructure. The outcome of these discussions will be factored into the development of year two of the Plan, including any preparatory actions required in 2019-20
Paul Reed/Christine Hamilton	Partnership working with THFC	Outline partnership working plan in place by 30 September; subsequent actions to be agreed and progress monitored in-year, including short- and longer-term partnership arrangements	-	Dialogue is ongoing with THFC and they have been very supportive. For ETFC's end-of-season gala dinner in May 2019 THFC club ambassador Gary Mabbutt was kindly provided, and THFC also hosted some development sessions for a number of ETFC's youth coaches. THFC have had

				their own priorities (new stadium etc), but in 2019-20 it is hoped to build upon the relationship for the mutual benefit of both clubs.
Paul Millington	ETFC Community Sports Development Ltd	Implementation plan by 1 November; subsequent actions to be agreed	The company wish to obtain charitable status to allow it to seek further funding to support and expand its current activities. Partners are keen to expand the current work programme but to do so will require additional staffing and related costs. A part time salaried administrator is likely to be required to oversee increased activity levels.	ETFC Sports Development Ltd has met on a number of occasions during the year; board of directors has been set up in line with proposed charity status. Draft business plan and policies for the company covering safety and child protection have been drawn up; charity status has been applied for.
Paul Millington	Optimum use of, and co-ordination of, volunteers	With other directors and associates, data base of volunteers established, and co-ordination arrangements confirmed (by 1 August)	A register of volunteers was developed following the 2018 CONIFA tournament, with the intention of utilising it for summer stadium jobs, matchday allocations and other purposes. It has had limited use over time, however, and the club continues to struggle to attract and retain sufficient volunteer resource.	Despite the success of CONIFA tournament in terms of volunteers and subsequent regular reminders about ongoing tasks (one stadium maintenance day was a success), drew low response rates. There will be an assessment of the best way of taking forward the structured co-ordination of volunteers in 2019-20.
Geoff Lee	Create £20k headroom over life of current Business Plan	£10k target in 18-19 initial budget; target then reduced to £5k as priority spend items emerged	Cashflow and in-year commitments hampered the creation of headroom; FD Board reports	No headroom was created during the 2018-19 financial year. However, the initial budget for 2019-20 agreed by

			each month and consequent actions agreed	the Board allows for £5,000 to be transferred to P and L reserves
Geoff Lee	Improve Financial Controls	Timely measurement of progress and consequent actions against 2018-19 budget progress achieved via a budget holder and manager regime	-	Although current financial controls are not perfect, there have been some positive outcomes. In-depth discussion at May board has informed firm intention to further strengthen controls in 2019-20.
Ken Brazier	Review of external communications plan	Updated draft plan presented to board by end-September.  Recruitment/appointment of a communications co-ordinator ideal way forward	Draft comms plan presented to Chair and Vice-Chair in October. Further work required; FA 'Secret Shopper' report in April made a number of timely recommendations	As part of a wider ongoing external comms review, and dovetailing with any marketing projects, the club has worked with Pitchero with a view to overhauling and better maintaining of its website, coinciding with a Pitchero refresh. Further structured external comms work as resources allow will be undertaken in 2019-20.
Christine Hamilton/Geoff Smith	Partnership working with LBE	Regular meetings with designated LBE officers. Prioritised initiatives to be confirmed by 1 September	A number of key LBE executives have been very supportive of partnership working, of joint publicity and of the potential of ETFC / QE II Stadium as a focus for relevant community initiatives.	Milestones during the year included the first anniversary of the Sugar Smart initiative in January; publicity for the club in LBE magazine "Our Enfield". More widely, a joint draft action plan has been drawn up, and specific, detailed targets will be set for 2019-20 including for work outcomes in such areas as publicity/ promotion, funding opportunities/ community engagement, public

				health/ education, stadium repairs/ maintenance
Geoff Smith	Associates Scheme formalisation and development	Taking account of lessons learned from the scheme's initial launch, publicity for a relaunch, with aim of attracting new Associates planned		Relaunch of scheme agreed for year 2 of Plan. Targeted approach to address capacity and skills shortfalls agreed. Case studies to be included.
Steve Read	Sponsorship plan	£40k income between 1 July 2018 and 30 June 2019	Sponsorship target adjusted to £35k at January AGM	Target achieved. A good outcome, met by some tried and trusted methods for sponsorship, including some repeat business. Kit sponsorship sold out fairly early on in the season, and there were a healthy number of matchday sponsors. In addition, new ideas such as companies sponsoring a home shirt number and having their details announced over the tannoy, signed shirt auctions etc. For 2019-20, a higher target is likely to be agreed, which will almost certainly necessitate an increase in sponsorship rates.
Steve Read/Dave Bryant/Mark Thompson	Increase Society membership	350 membership target	Local businesses signed up for Town Trader scheme; methodology required to measure TT impact on numbers; specific publicity initiatives to be agreed and implemented (following a start	A good outcome. CONIFA and ETFC pre-season gazebo at QEII and plenty of other advertising options, including via the #GoToTown scheme, allied to 20+ Town Trader links (for Society member discounts etc), which may have helped

			made during 2018 CONIFA tournament); 340 members signed up by AGM; 345 reached during remainder of the year	(assessment of individual TT goods and services take-up to be undertaken). In 2019-20, TT links to be developed. Membership drive at Society meetings. All parts of club to be "targeted" as part of 2019-20 campaign.
Les Gold	Maintain current level of Bar, Boardroom and ground hires	£11k bar income between 1 July 2018 and 30 June 2019; £12k pitch hire income between 1 July 2018 and 30 June 2019	-	Targets met.
Ram Ismail	Stadium development with commercial partners	Progress report to Board by 30 September	-	On hold. LBE have shown little appetite to help take this idea forward due to other priorities.
Mark Thompson	Data protection review	Issue appropriate material to members in time for new season	-	Primary GDPR compliance regime for external stakeholders - deadline met; further ongoing aspects to be addressed during 2019-20 including on website and #GTT
Dave Bryant/Christine Hamilton/Mark Thompson	Community links via LBE	Development of links; club charity policy in place by 1 October	-	Board agreed the establishment of a preferred club charity would be deferred to 2019-20, subsequently named as Zebras Children and Adults Charity
Christine Hamilton	To raise income and awareness through a series of social events, as resources allow	£2.5k target agreed during the year	-	Target met. May 2019 gala dinner helped exceed the target.

6.26 The shortfall on the achievement of some of the above aspirational targets emphasises the need for more priority focused, accountable effort and additional, targeted resource going forward. Addressing this will be a top priority during 2019-20 and beyond. Individual, more detailed, targets within workstreams will be developed and reviewed regularly during the planning period, and do not form part of this higher level Business Plan.

6.27 Enfield Town Football Club Community Sports Development Ltd, having been set up in late 2017, was granted charity status in the early part of 2018-19. An overview of its 2019-20 priorities can be found in Section 8.

## **7. FINANCIAL COMMENTARY**

7.1 Taking each year's specific circumstances into account, the general policy of the club is to break even at the end of each financial year (1 July - 30 June), in line with its vision, mission, objectives and the club's constitution. However, in line with the further development of a three year business planning regime, efforts will continue to be made to develop some financial headroom each year.

7.2 Over the life of this Plan, the Finance Director will continue to furnish the Board with budget actuals, analyses of variances and projections on a monthly basis.

7.3 The system of Budget Manager and Budget Holder designations will continue, subject to review, with Budget Managers authorised to approve expenditure up to an agreed limit within their approved budget. Where expenditure above the budgeted level is sought, then the approval of the Chairman is required before expenditure is committed. In any instances where approval has been granted, the Chairman will report such approvals at the next Board meeting. Where the Chairman is the budget manager, and expenditure is likely to exceed the approved level, then authorisation of the additional amount should be sought from the full Board.

7.4 A business case template is to be used when additional expenditure, above the approved level, is sought.

7.5 Invoices will be issued from a central point. A schedule of invoices raised will be prepared on a monthly basis and submitted to the Finance Director.

7.6 Club and Society accounts for 2018-19 are available in the documents section Enfield Town FC website.

7.7 Financial projections for 2019-20 and subsequent years have been estimated and agreed by Directors. They cover the broad income and expenditure categories as follows:

### INCOME

Matchday  
Season Tickets  
Gate Money  
Programme Sales  
#GoToTown scheme

Wider income generation:

Sponsorship  
Society Contributions  
Donations  
Other sections (subs etc)

Food Franchise  
 Academy Scheme(s)  
 Supporters Club  
 Catering (LOB etc)  
 Cleaning  
 Social Events  
 League, FA etc prize money (not budgeted for at start of season)  
 Miscellaneous

Bar Account  
 Hire -facilities  
 Hire – pitch  
 Enfield Town FC Community Sports Development Ltd (rent etc)

**EXPENDITURE**

Matchday Costs  
 Stadium and Other Costs  
 Income Generation Costs

7.8 Budget line items at the start of 2019-20 with allocations of lead responsibility are as follows:

	<i>Budget Manager</i>	<i>Budget Holder</i>
<b><u>Matchday and related expenditure</u></b>		
Playing staff budget	Paul Reed	Andy Leese
Managerial and coaching/ physio budget	Paul Reed	Andy Leese
Players' food	Paul Reed	Gilli Farenden
Match officials' fees	Paul Reed	John Dolan
Players' insurance	Nigel Howard	Nigel Howard
Kit (including medical)	Paul Millington	Neil Butterfield
Travel costs (ie to matches)	Les Gold	Les Gold
Programme printing costs	Ken Brazier	Scott Reed
Training facilities	Ram Ismail	Ram Ismail
Under 23s	Paul Reed	Malik Yansaneh
Youth teams	Paul Reed	Jon Doyle/ Peter O'Leary
<b><u>Matchday Income</u></b>		
Gate money; Season ticket sales; programme sales	Paul Reed	Paul Reed
<b><u>Ground, Stadium and other expenditure</u></b>		
Pitch maintenance	Paul Reed	Dave Farenden/ Glyn Hosford
Other ground maintenance	Paul Millington	Eric Allan
Floodlights	Paul Millington	Paul Millington
Rent	Paul Millington	Geoff Smith
Service charge	Paul Millington	Geoff Smith
Storage	Paul Millington	Dave Farenden
Waste	Paul Reed	Dave Farenden
Rates	Paul Millington	Geoff Smith
Admin costs	Nigel Howard	Nigel Howard
Loan repayments	Geoff Lee	Geoff Lee
Fees (affiliations, cup entries etc)	Nigel Howard	Nigel Howard
Fees (player registrations etc)	John Dolan	John Dolan



Other fees	Akin Yilmaz	Akin Yilmaz
TV	Paul Reed	Ciaran Glennon
Insurance	Akin Yilmaz	Akin Yilmaz
Bank charges	Paul Reed	Geoff Lee
Fines	Paul Reed	Paul Reed
Other catering (eg Latymer Old Boys)	Ciaran Glennon	Ciaran Glennon
Signage	Paul Millington	Les Gold
Contingency	Geoff Lee	Geoff Lee

### **Income generation**

Sponsorship	Steve Read	Steve Read
Society and donations	Dave Bryant	Dave Bryant
Community Share scheme	Paul Millington	Akin Yilmaz
Pitch hire	Paul Reed	Paul Reed
Supporters club	Dave Hicks	Dave Hicks
Training facilities	Ram Ismail	Ram Ismail
Academy scheme	Paul Reed	Geoff Lee
Matchday Catering	Paul Reed	Ken Brazier
Non-programme printing costs	Ken Brazier	Ken Brazier
Misc other income	Ken Brazier	Ken Brazier

### **Bar income and expenditure**

Ciaran Glennon Ciaran Glennon

### **Facility hire**

Paul Reed Les Gold

7.9 Spend to date and forward projections in all areas will be discussed regularly by the Board, who will decide on any necessary corrective action. The budget is set prudently. For example, no allowance will be made for FA competition prize money at the start of each season.

## **8. 2019/20 PRIORITIES**

### **Additional social space at the QEII Stadium**

8.1 During 2018-19, the Football Association provided consultancy and other support in relation to a programme of pilot clubs who wished to develop a sustainable community football business. A number of meetings with the club took place, and a number of recommendations were made. The areas that the FA looked at included vision and mission, governance, organisation, financial management, resources, experience and quality, marketing and communication, community and connections and impact and sustainability.

8.2 The Board prioritised some areas of improvement in line with available targeted resource. One leading FA listed priority was to create a single legal identity for the entire club. A streamlined structure for the club, based on the current supporters' trust model, would help create more certainty around the existence of a binding legal entity that would cover all playing sections and would put the club on a better footing for growth projects (eg additional social space) including the potential for project grant income. There has been some preparatory work done on adopting this recommendation, but the necessary associated resource input is estimated to take a significant amount of time.

8.3 The immediate focus will, therefore, be on a stand-alone feasibility study and a business case for additional social space at the QEII Stadium. This work is expected to be complete by the end of 2019-20.

8.4 Other FA recommendations, via different initiatives and covering other areas such as matchday experience and social and economic value have been considered and taken forward wherever possible with limited available resources.

### **The development and establishment of an academy partnership**

8.5 This has been a priority task for the club for some time, and during the early part of 2019-20, a contract was agreed and signed with partners EDSV for an arrangement scheduled to begin in September 2020.

8.6 The partnership with EDSV has been set up to build a full time educational academy programme for the 2020-21 season, providing football and education options for male and female participants from 16 to 19 years old in the local and surrounding areas. The Academy will give opportunities for players such as FA Youth Cup participation, a route to Isthmian League Senior Football and FA Women's National League Football, and National College Football.

### **Enfield Town FC Community Sports Development Ltd**

8.7 In 2017 a decision was made to disconnect all community work from the main body of the football club and create a separate development company – ETFC Community Sports Development Ltd – to take forward all work with the local community on a footing which could generate greater income than might have been the case had community work continued to be carried out by the football club.

8.8 ETFC Community Sports Development Ltd was incorporated in October 2017 as a company limited by guarantee. The purpose of the company is to administer and organise the community based activities previously carried out by Enfield Town Football Club. All profits will be recycled into the further development of current and future community projects. Charity status was granted in the early part of 2019-20.

8.9 In 2019-20, Saturday morning coaching sessions for children and disability sessions will continue, alongside walking football and keep fit sessions. Coaching for those attending pupil referral units within Enfield will be held periodically, and other projects will be developed with a good deal of additional work anticipated to address significant issues within the borough that impact on the lives of young people living in Enfield.

8.10 The charity bases most of its activities within Enfield Playing Fields and the artificial pitch facility adjacent to the Queen Elizabeth II Stadium in Donkey Lane, Enfield. The London Borough of Enfield, from whom the company hire these facilities, are a key partner. Other partners include the local NHS Trust, the local education authority, and the football club who provide office, storage, and meeting facilities at the QEII Stadium. Its partners are keen to expand the scope of current work; additional resources will be required.

8.11 The charity's initial aims and objectives are:

- To build an organisation that provides a safe and friendly environment for the community of Enfield to enjoy sport;
- To provide a range of free to access and low-cost sporting activities for the residents of Enfield;
- To run specific programmes tailored to disadvantaged groups, including children, young people and older people;
- To improve the physical and mental well-being of all participants; and
- To provide developmental and career opportunities through a range of activities related to the running of a community football club.

8.12 The charity will compile, and measure success against, its own business plan. The football club will be kept in touch with its progress.

#### 2019-20 operational work

This work comprises the essential day-to-day activities which keep the club running.

##### *Matchday arrangements (Lead: John Dolan)*

8.13 The priority for this area is to continuously rehearse and firm up pre-match planning, primarily for first team home games, and to ensure that operational arrangements on match days are properly implemented. The workstream lead is responsible for updating and integrating guidance in line with the requirements of the Isthmian League, the FA and the Middlesex FA. This will include specific matchday functions with named responsible individuals (and deputies) and the workstream lead will identify skills and capacity shortfalls on an ongoing basis.

##### *Ground maintenance and stadium readiness (Lead: Paul Millington)*

8.14 The workstream lead is responsible for maintaining a list of required maintenance and improvement works, which will include health and safety issues which need addressing. Liaison with the London Borough of Enfield (LBE) will be an integral part of this, not least in confirming respective responsibilities between the two parties. The majority of the annual budget in this area is for fixed cost items (including rent, service charge and rates payment).

##### *Playing and team management issues (Lead: Paul Reed)*

8.15 This represents the club's largest single budget. Its' prudent management will remain a continued commitment during the season along with associated issues such as efficient and effective maintenance of the payroll system. If projected income streams do not materialise and/or there is unforeseen overspending on other budgets, then it is acknowledged at the start of each season that savings may need to be made within the playing/team management budget in-year.

##### *Football compliance issues (Lead: Nigel Howard)*

8.17 The club will remain open and receptive to specific League, FA and County FA policies and best practice with a view to full compliance.

##### *Governance (Lead: Geoff Smith)*

8.18 The Governance Group will continue to meet on a monthly basis and report to the Strategic Board. It will focus on the delivery of the Business Plan, including financial targets, the ongoing development of professionalism, compliance and Directors' ways of working.

#### 2019-20 initiatives

<b>Lead</b>	<b>Action</b>	<b>Initial target for 2019-20</b>
Paul Reed	The creation of a single legal entity for the club by the end of year 2	Actions to pave the way for a single club entity by June 2021 to be agreed
Steve Read	Maximise income generation, primarily via sponsorship	£48k

Les Gold	Maximise facility hire	£10k
Paul Reed/Geoff Lee	Contract finalisation for at least one academy scheme and associated publicity	Following agreement with EDSV, take all necessary actions to be ready for September 2020
Ram Ismail/Mark Thompson/Steve Read (in the absence of a marketing director)	Matchday attendance improvement initiatives	Four targeted matchday schemes; detailed assessment of success of each
Dave Bryant	Increased Society membership	350
Mark Thompson/Ken Brazier	Facilitate higher usage of website and links to social media	Work with Pitchero undertaken to refresh look and content of site; survey of users during 2019-20
Paul Millington	Stadium management, maintenance and improvement; Health & Safety at the QEII Stadium	Schedule of works identifying maintenance and improvements to be drawn up and roles allocated, Discussions with LBE and Heritage Lottery Fund to be had in 2020 regarding major repairs. H&S review ongoing with revised Emergency Plan to be in place February 2020.
Geoff Lee	Improve budgetary controls	Ensure single club in-box for all invoices is maintained; ensure appropriate access to bank account and timely assessment of unexpected inputs/outputs; other improvements as identified
Ken Brazier/Mark Thompson (in the absence of a communications director)	Improvements in communications with members and supporters	Website overhaul, refresh and refocus. Survey of supporters to establish preferences and priorities
Christine Hamilton/Geoff Smith	Partnership working with LBE	Agreement of firm actions by both parties during 2019-20
Paul Millington	Partnership working with ETFC Community Sports Development	Regular discussions on developments, including a detailed focus on work allocations between the company and the club, including clarity on resources
Paul Reed/all	Professional approach for all Board decisions/ interactions	Board to act when standards have not been maintained and/or complaints received

## 9. BEYOND 2019/20

9.1 There are three main areas of focus for years two and three of this Business Plan:

- a. The development of additional financial headroom year-on-year;

- b. Efficiency improvements in the way the club operates and manages limited resources including an increase in, and improved use of, volunteers; and
- c. Full and timely preparation for first team promotion to Step 2.

9.2 Within the rolling three year forward-look process, the key aspirations of each of the planning years are as follows. These key features will be developed in increasingly greater detail as the period covered by this Plan progresses.

*Key features, building year-on-year*

Increase turnover by 5%
League attendances up by 5%
Timely ground improvements
Review and fix running costs in line with status
Review club structure and operations

9.3 The successful delivery of the key ongoing features above will be a priority for the Strategic and main Boards, and the club will continue to develop networks with the Football Supporters Association and other clubs with a view to adopting and sharing policy and best practice.

9.4 The optimum use for the 3G training facility adjacent to the Queen Elizabeth II Stadium will be taken forward over the next three years. Enfield Town FC Community Sports Development Ltd will be leading on this. A development plan for the facility has been drawn up, in partnership with the London Borough of Enfield.

9.5 In time it is possible that ETFC and/or ETFC Community Sports Development will develop a more prominent role in the operation of the 3G facility. It is not possible to estimate yet what the income streams will be.

9.6 There will be an ongoing focus on the efficiency and effectiveness of the way the whole club is structured and the way it operates. This will include the optimum fit of tasks to people, specific, measurable, achievable, realistic and time-related (SMART) target setting, progress reporting and delivery and the achievement of value for money for all club initiatives.

9.7 The creation of financial headroom will be a target each year. The Board will continue to explore options on how best to achieve this.

9.8 Fuller and more innovative use will continue to be made of the QEII Stadium in order to maximise income while preserving the quality of the playing surface for an appropriate level of anticipated use.

9.9 Subject to the league position of the first team at the end of the 2019-20 season, there will either be the further planning of the necessary ground and infrastructure improvements for participation at Step 2 (or at Step 3 if changes are deemed necessary), or a fast-track planning, construction and club reorganisation programme according to the minimum requirements for promotion in specified timescales. This programme, which will be fully costed, may proceed in parallel to the development of additional social space at the QEII Stadium, subject to the outcome of feasibility work.

9.10 The Board will continue to review the outcomes of its planning and delivery work and will aim to develop a more detailed approach to Years 2 and 3 of each Plan, in line with its vision and mission statements.

9.11 The sustainable growth of the club will continue, with the further development of partnership arrangements with the London Borough of Enfield, ETFC Community Sports Development and other partner organisations.

9.12 Members of Enfield Town FC Supporters Society Limited will be consulted on the future direction of the club on a regular basis.

***January 2020***