

**HARBOROUGH TOWN FOOTBALL CLUB**

**BOWDENS PARK**

**NORTHAMPTON ROAD**

**MARKET HARBOROUGH**

**LE16 9HF**

20th February 2015

**Harborough Town Football Club**

Dear Member

I am writing to inform you of a number of exciting changes that are taking place at Harborough Town Football Club.

Since being re-appointed as Chairman of the Trustees, I have been working to bring the football club and the Board of Trustees together in order that the club has a clear and coherent structure.

At the same time, I have been carrying out a full and detailed review of the business and the financial management of the club and charity. This review was requested and authorised by the Board of Trustees.

The review is now complete and was presented to the Trustees and Football Club Executive Committee in January.

The review has identified the following headlines:

1. A dysfunctional structure across the club and charity that fails to create a fun, friendly and collaborative culture across the membership.
2. Failure to implement a structured football development plan that focuses on player, coach and team development and has a coherent player pathway from junior to senior football.
3. No strategic business plan for the club which has resulted in the business failing to maximise its commercial potential, control operational costs and maintain the facility and grounds to a high standard.
4. Poor communication across all aspects of the club which has resulted in the club failing to keep its members and external partners informed of club activities resulting in the club failing to develop a vibrant environment.
5. No coherent commercial or marketing strategy to maximise the non-football income into the business.
6. Lack of visibility and poor perception in the local community.
7. Failure to provide a high quality customer experience with the club facilities not being accessible to members at all times.
8. The club has failed to encourage a volunteer culture and sense of member ownership across the club.

The report then makes a series of recommendations as to how the club should operate in the future. The main points are:

1. Establish a new, one club structure with a Board of Trustees to run the business and an operational football committee to administer the football aspects of both the junior and senior sections of the club.
2. To develop an integrated community football club that provides a quality football experience focused on player and coach development and that delivers winning teams across the club, with a coherent football development plan that embeds a football philosophy for the club.
3. To work to a five year business plan that focuses on financial sustainability, facility development, customer experience and community engagement.
4. To deliver an annual programme of investment in the facility and pitches to ensure that football can be played on high quality pitches with a clubhouse that is developed into a high quality facility that will provide a hub for all club members and the wider community of Market Harborough.
5. To reduce the operational costs of the business from the current level of 75% to 50% of turnover within two years.
6. To produce a commercial plan for the club that will increase non-football revenues across the business.
7. Improve all channels of communications across the whole club membership and external partners, using a variety of communication mediums.
8. Establish a diverse range of external commercial partnerships with the local business community to support club activities.
9. Provide a high quality customer experience for all players, coaches, members and visitors with right behaviours, creating a sense of ownership for everyone connected to the club.
10. To embrace, recognise and reward volunteers.
11. To ensure that the club facilities are fully accessible at all times to members and to create a warm, welcoming and fun environment for all members and visitors to Harborough Town.

The Club is entering a period of significant change which will take investment and time and the journey has already started. As Chairman, I hope everyone will want to embrace the changes the Trustees are making and take a full and active role in what potentially promises to be a very exciting future.

As you will already be aware Cheryl has decided to leave her position as Operations Manager. Whilst Cheryl will be greatly missed, her resignation has meant that the Trustees have needed to react quickly to secure the club’s future. Therefore there are a number of changes that are taking place immediately:

1. The club has entered into a partnership with professional caterers who have now taken on the franchise for the bar, catering and room bookings at the club. The new venture is called Harborough Town Catering and I am sure that you will join me in welcoming Joseph and Selena Owens to the club. They bring a wealth of experience and having listened to their plans, I am confident that this will be an extremely positive move for the club. From 28th February 2015 you can contact Joseph or Selena at [catering@harboroughtown.org](mailto:catering@harboroughtown.org) or on 07801 729788 or 07751 092285.
2. The club has appointed a full-time Premises Officer to manage and maintain the grounds and clubhouse. Kez Dunkley will be taking up this position from the 21st March and will bring a wealth of experience and knowledge to the club. His role will be to undertake the premises and grounds maintenance and have overall management of the facility. Kez can be contacted at [facilities@harboroughtown.org](mailto:facilities@harboroughtown.org).
3. All bookings for the Artificial Turf Pitch (3G) and grass pitches will be managed by Scott Fraser from 28th February who can be contacted at [pitchbookings@harboroughtown.org](mailto:pitchbookings@harboroughtown.org) or on 07868 725795.

The Trustees have developed an exciting new vision for the future of the club, which we would like to share with you at the meeting on April 30th and this will include how the club will operate from the start of next season. We will also be taking the opportunity to thank and formally recognise Cheryl’s contribution to the club over many years and I look forward to seeing you there.

In the meantime, if there are any specific questions or if you or anyone you know would like to get further involved with the club, please do drop me an email on [laurence652@btinternet.com](mailto:laurence652@btinternet.com).

Kindest regards

Yours sincerely

Laurence C Jones

Chairman

Harborough Town Football Club