



HUST/HFC Joint Board Meeting

13 February 2017



Overview

1. HUST Vision and Strategy – 2017-18
2. 50/50 Draw - Season 2017/18 onwards
3. Season Ticket prices plus £10 HUST option
4. Harmonising fund raising events
5. Further £10k share purchase



Vision – Then and Now

- HUST was a “protest group”
- Helped form the new club
- Helped fund the new club
- Now moving to becoming an established partner with HFC
- Changing the “25.1 % Mind Set”



Strategy and Vision

- Background
- Reframe the Trust
- Strategy expressed by
 - *Vision*
 - *Mission*
 - *Priorities*
 - *What we will do*
 - *How we will do it*



Vision

4 Vision statements:

1. HUST will be a strong, independent and vibrant organisation that represents HUST Members as the largest single shareholder of Hereford FC.
2. HUST will be a respected partner of HFC. Contributing to its future by providing 3 members to the board of directors and helping to support the long term future and sustainability of the football club.
3. In liaison with HFC HUST will promote HFC as an outstanding Football Club, with strong roots within its local communities, playing football at Edgar Street at the highest sustainable level.
4. HUST will undertake sufficient fundraising to purchase a 50% shareholding (289,000 shares) in HFC by 31 March 2020.



Mission

5 mission statements:

- Actively engaging with our members, supporters and the wider community.
- Working co-operatively to maximise the potential of the club both on and off the field.
- Work with the club to ensure long term viable and sustainable financial performance.
- Encouraging the development of home-grown talent through the UITC player pathway.
- Assisting the club in developing first-class facilities at Edgar Street.



Priorities

3 Priorities:

1. Club future and sustainability
2. Membership and representation
3. A club at the heart of the community



Future and sustainability

What we will do

- 1.1 Monitor the financial governance of the Club.
- 1.2 Monitor the integrated business strategy and risk management of the Club.
- 1.3 Hold 110,000 shares in the club by the end of 2016/17 season.

How we will do it

- 1.1/1.2 Discuss and agree the presentation of a suite of performance information with HFC to be fed back to the HUST Board on a periodical basis by April 2017.
- 1.3 Agree share purchase target for 2017/18 season with all interested parties by August 2017.
- 1.4 Run 50/50 draw and raise £10k or more in easily accessible funds by October 2017 outside of 50/50 draw.



Membership and representation

What we will do

- 2.1 Design incentives to attract new members and retain existing ones.
- 2.2 Plan for existing member retention.
- 2.3 Encourage increased financial contributions.
- 2.4 Make greater use of members' skills.
- 2.5 Implementing a fundraising plan.
- 2.6 Complete an Annual supporter survey.
- 2.7 Improve HUST's supporter network.
- 2.8 Promote the Heritage of Hereford United.



Membership and representation

How we will do it

- 2.1 Identify potential 'rewards' by July 2017
- 2.2 500 Members by December 2017 and 75% member retention rate on renewals for members joining in 2017 calendar year
- 2.3 Identify new opportunities for Members to make financial contributions. Implement fundraising plan.
- 2.4. Identify the skills HUST requires and actively seek persons who can contribute in these areas.
- 2.5 Continual horizon scanning of new opportunities for fundraising.
- 2.6 August 2017 then every following August.
- 2.7. Look to build links to other supporter groups in definable communities under the HUST umbrella, for example: female supporters, Disabulls, Executive club.
- 2.8 Hold one event or more a season that celebrates the heritage of HUFC.



Club at the heart of the community

We will promote:

- 3.1 The Trust as a co-operative social enterprise.
- 3.2 The Trust and Club at the heart of the community.
- 3.3 Good communication between supporter groups.
- 3.4. Good links with key national football organisations.
- 3.5 Equality and Diversity.



Club at the heart of the community

How we will do it

- 3.1 Regularly engage our members with particular emphasis for their views on issues of significance.
- 3.2 Regular liaison with HFC, UITC and Junior Bulls. Regular contact with the Leader of Herefordshire Council and Local MPs.
- 3.3 Look to build links to other supporter groups in definable groups under the HUST umbrella, for example: female supporters, Disabulls, Executive club. Continue to build links with other football clubs locally and nationally.
- 3.4 Continue to work closely with Supporters Direct and other football clubs. Consider establishing new relationships with other national organisations such as the Football Supporters Federation.
- 3.5 HUST will engage with campaigns that promote tolerance towards all supporters regardless of their age, race, gender, sexual orientation, religion or belief.



Assumptions

- HUST has a suitable number of board members and volunteers, to deliver its strategy and targets.
- HFC appreciates the value of HUST and partners with it to make it successful.
- HFC is prepared to share information with HUST to enable a supporter view of sustainability to be put forward.
- HUST Board members treat the information supplied to them by HFC as confidential and do not leak information or gossip.
- HUST continues to operate the 50/50 draw and uses 100% of the proceeds to buy shares.
- HUST develops successful fundraising streams to assist its share purchase and allow it to have the resources to pursue its aims.
- HUST is able to retain its existing membership.
- HUST is able to extend its membership.
- HFC has a coherent strategy of its own that it is willing to share.



Proposals to the Board



50/50 draw

- Draw integral to HUST vision
- Proposal:
 - HUST to permanently operate 50/50 draw
 - 100% of proceeds to go towards share purchase
 - If share target reached? Income will continue to be used to benefit the club.



£10 HUST Option

- A quick win
- Request the club offers supporters the opportunity to purchase a HUST Membership at the same time they purchase a season ticket.
- Increased membership = increased income = increased share purchase



Fundraising



Fundraising - Overview

Current streams

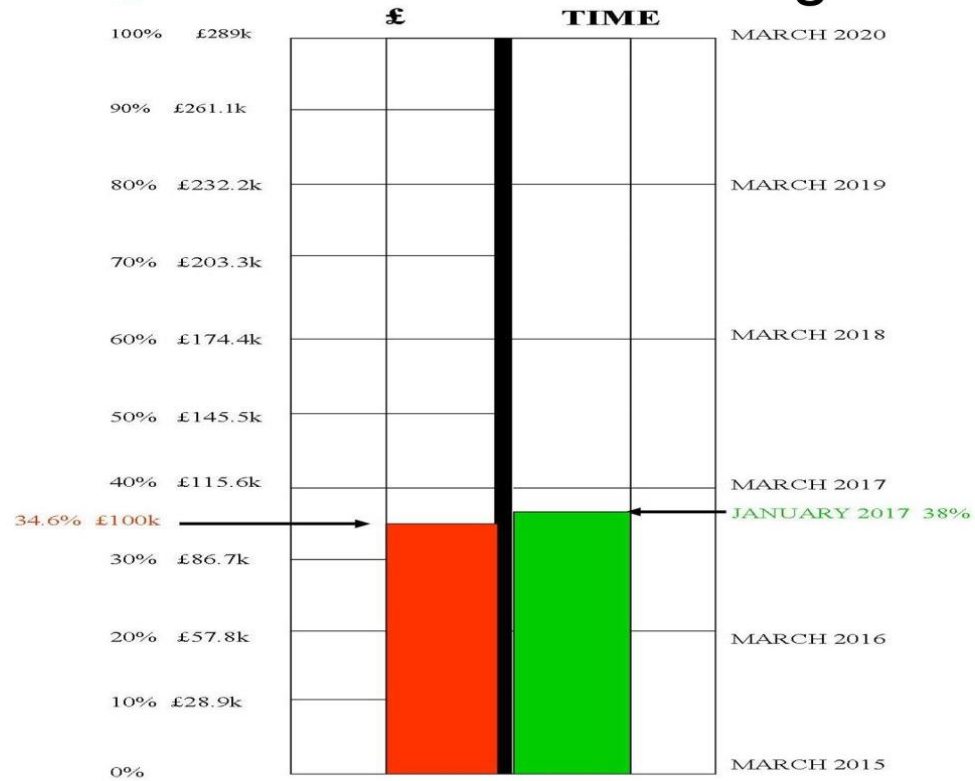
- Membership fees
- 50/50
- Prize Bull
- Bulls Lotto
- Donations
- Sponsorship
- Merchandise



Fundraising Run Rate (1)

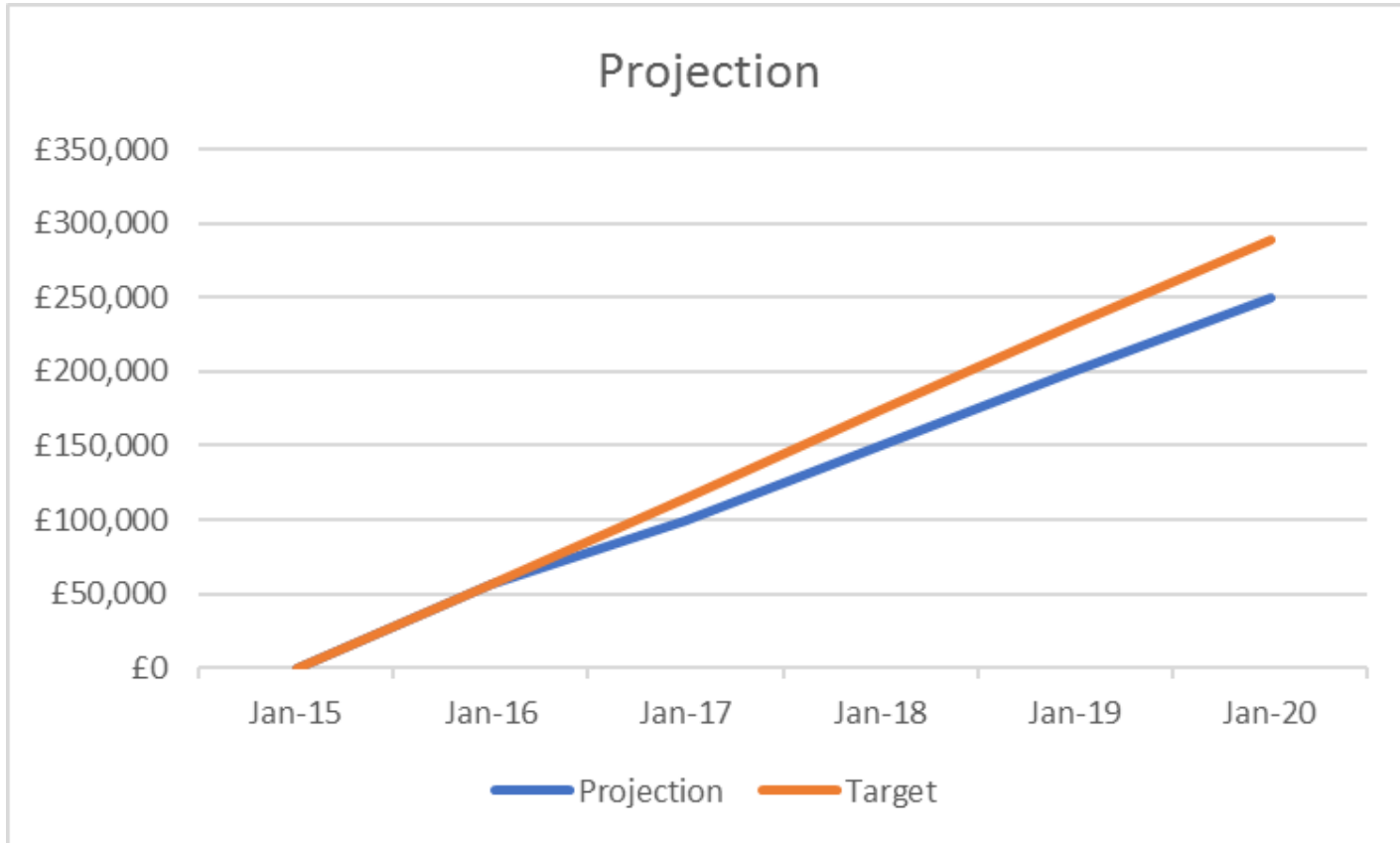


Hereford United Supporters Trust Share Purchase Target Chart





Fundraising Run Rate (2)





Fundraising Feedback

HUST Supporters Survey asked: *What methods of fundraising do you think HUST should deploy?*

1. Fundraising events (67%)
2. Merchandise (44%)
3. Bucket collection
4. An alternative lottery (18%)
5. Pay to enter competition (14%)



Fundraising - future

1. Fundraising events (67%) *Tommy Cooper/Giantkillers/Hall of Fame*
2. Merchandise (44%) *Beer*
3. Bucket collection (23%) *Can we?*
4. An alternative lottery (18%) *Bulls Lotto*
5. Pay to enter competition (14%) *Spot the Ball*



Harmonising Fundraising

- Competing for the same £
- Co-ordination required. Avoid conflicting events.
 - Sportsman's Dinner 21 April?
 - Giantkillers Dinner 22 April?



How does HFC Benefit?

- Delivery of the HFC vision approved by 97% of voting HUST Members.
- Continuous capital investment through share purchase. £50k in last 6 months.
- Creation of a partnership between club and trust.
- Creation of a team ethic between two boards.
- Demonstrable openness and transparency.
- **A stronger club.**



Finally...

*£10k further share
purchase tonight*



Review

- HUST Vision, Mission and targets.
- Partnership.
- 50/50 draw.
- Season ticket plus HUST option.
- Overview of fundraising – current and direction of travel.
- Importance of fundraising co-ordination.



Discussions