

East Thurrock Community Football Club Business Plan 2024/25

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Introduction

The aim of the business plan is to demonstrate our vision for East Thurrock Community Football Club and our objective of establishing a community orientated, sustainable Club that seeks to be successful on and off the pitch.

Creating a genuine community club that will give the people of East Thurrock pride is our primary objective. Providing opportunities to either participate or enjoy watching the various teams.

Our shared goal is to take East Thurrock Community Football Club from the Essex Olympian League in 2024/25 to playing in the Isthmian North by the 2030/31 season. A promotion every two years.

Vision For The Club

The founding principles and vision of the Club is:

- The Club will be 100% fan owned, owned by the fans & community for the fans & community
- Promote transparency and openness of how the Club is operating

- Allow fans to have a greater say in what is going on within their Club by having a democratically elected committee. Also opening up major decisions to a fan vote
- The heritage of East Thurrock United Football Club will be preserved with a commitment to keep the amber and black colours as our home kit
- 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 a future East Thurrock Community 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 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 or not they are Trust members

The business plan demonstrates that our vision is both realistic and the best way forward for the club, its supporters and the community of East Thurrock .

A combination of a large fan base coupled with no debts means a successful team can be achieved without compromising the financial model.

Executive Summary

A community owned model has certain business advantages that we intend to maximise:

- Commercially we intend to tap into companies, particularly local, Corporate Social Responsibility policies. Evidence suggests that companies are more likely to sponsor a community model than a private venture.
- We will tap into the resources of the whole town for the required skills. If they are not present within the trust's membership we will use local organisations such as local businesses to bring them in. We are not too proud to admit when support is needed.
- We will welcome college students, for example, to gain practical experience by having voluntary roles in areas such as marketing, thus creating mutual benefits.
- We will not rely on director loans for income because when they stop it leaves a financial shortfall. We will grow the business by developing a strong commercial operation.
- We will encourage fans and the community to volunteer for the club, both for the match day operations and also for our wider work in the community. Improving community cohesion by encouraging volunteering. Again evidence shows more people will volunteer if they genuinely feel part of the club and it will also help financially. With our model they will be owners!
- To use our non profit distributing model to secure grants to provide community benefit, including tapping into available resources from both the co-operative sector and the Football Supporters' Association.
- To develop a strong fundraising arm to bring additional income into the club. For example AFC Wimbledon's Trust provides about £90,000 per annum towards their club and this does not include the value of their voluntary support.

- As a Community Benefit Society we have objectives within our constitution to provide public benefit. We intend to ensure this objective is embedded in all our operations
 - A strong community department offering opportunities for all.
 - A local purchasing scheme to generate economic benefit to the area.
 - An affordable ticketing policy so no one is excluded.
 - To make the match day experience a fun experience.

These are not empty promises or too ambitious, by embedding our club in our community it is not only realistic but also it makes good business sense.

These are ambitious goals that will set us up for long term success, but by embedding our club into our community, they are achievable and make good business sense.

Legal Structure/Ownership Model

The Club will be incorporated as a legal entity and registered as a Community Benefit Society.

Our system is 'one owner, one share, one vote.' This is to protect the club from being bought by one individual. But you can buy a share for a friend or a family member. Anyone of any age can own a share, but they won't have voting rights until they are 16. East Thurrock Community Football Club will be registered as a Community Benefit Society which means that (like a company):

- (1) it is a legal entity in its own right, independent of the owners
- (2) the liability of owners is limited to the value of their nominal £1 shareholding (which will be taken at the time of joining out of the Ownership payment)

Any claim arising from the activities of the Society will therefore be a claim against the Society not the owners. If the Society were to become insolvent, the owners would lose their £1 stakes but could not be called upon to contribute further. In short, buying the share doesn't lay you open to any responsibility or liability.

Fan Ownership

Clubs such as Lewes FC have had great success running a fan ownership model.

East Thurrock Community Fans either pay £50 a year or £5 a month to become owners plus offer the opportunity to be lifetime owners with an upfront payment for £1000.

By becoming an owner you will get:

- One Share/One Vote
- Ability To Stand For The Committee
- Weekly Newsletter
- Monthly Town Hall Meeting with the Committee & First Team Manager

Plus we aspire to add more value as well by considering:

- Discounts to local businesses
- Owner App

- Live Stream Games
- Discounts On Match Tickets
- Open Training Session For Owners

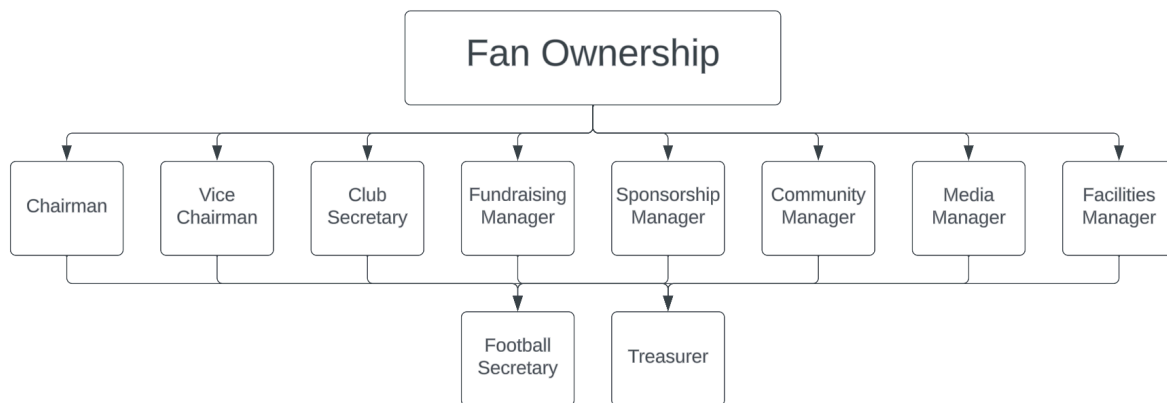
Financing

At the end of each year the accounts will be available on the website to give transparency and confidence in the financial health of the Club.

By having a fan ownership model we can work towards bringing in a constant flow of income alongside gate receipts and sponsorship rather than relying on any individuals to fund the club.

Club Structure

Here is the structure of the Club, fan owners will elect a committee to run the Club. The committee will then appoint a Football Secretary and Treasurer. More members of the committee can be co-opted but these will be non-voting roles.



Each member of the committee will be responsible for delivering their section of the business plan. They can then build a team around them to support in achieving the goals. For instance an accountant could be under the treasurer, social media and video roles under media or the director of football under vice chairman. These will be decided by the relevant committee member and then agreed on by the committee. Below is an idea of what these roles could look like for anyone looking to volunteer. If something isn't listed that you feel would be beneficial then please suggest it.



The running of the Club will be governed by a constitution to make sure everything is done in a fair, transparent and accountable way. As recommended by the Football Supporters Association the first AGM will take place after the first season. People who have been a fan owner for a year or more continuously will be allowed to stand for election and those that have been a member for six months or more continuously will be entitled to vote at the AGM.

Chairman

Area of Responsibility - Accountability & Delivery

Headline objectives

- Responsible for chairing the committee meetings
- Ensure that the monthly Town Hall Meetings are delivered for owners
- Responsible for the weekly newsletter to keep owners up to date

Role

Make sure that the football club is run to the standard and expectations of the fan ownership that have elected the committee. At all times they should reflect on the stated vision of the club and make sure this is being delivered.

Operational Responsibilities

Weekly Newsletter - Keep regular communication with the owners through the form of a newsletter that should be sent on a weekly basis.

Monthly Town Hall Meeting - Organise the monthly meetings for owners to question the committee as well as the football management.

Committee Meetings - Make sure that committee meetings are held on a regular basis so that the business of the football club is kept on track. These should be at least monthly but more regularly when needed.

Goals

- Make sure every goal of the committee is delivered on time

Vice Chairman

Area of responsibility – Elite Football

Headline objectives

- Setting of agreed playing budget in liaison with the committee
- Necessary and appropriate support and training to club Manager and all other managers (e.g.: reserve etc) and coaching staff

- Development of the playing side across the Club, including structure of and support for youth development programmes
- Responsible for sorting the clubs playing kits for the season

Role

Football Development covers the playing side of the Club; from the first team at the pinnacle, all the way through to any youth and development sides the Club is affiliated with.

It works closely with the Community element of the Club to assist the development of relationships with junior football clubs and football locally.

Operational Responsibilities

Logistics - Ensure that the Managers' requirements regarding training facilities etc. are met. Liaising with the Club and Football Secretaries on transport arrangements for players, the manager and his coaching staff on matchdays.

Playing budget - Ensure that the Manager knows what his budget for wages and expenses is for a season.

Supporting services (non-wages/player expenses) - Responsible for overseeing what to spend on transport, training etc for teams.

Club Kit - The Vice Chairman will select and purchase team wear; liaising with kit suppliers and manufacturers.

Manager - Co-ordinate the selection and development of the Manager.

Goals

- For the club to progress to the Isthmian North for the 2030/31 season, this means there will be two years set aside for each promotion.

Club Secretary

Area of Responsibility - Governance

Headline objectives

- Ensure efficiency and effectiveness in how the club operates
- Ensure adoption of best practice policy and controls
- Ensure compliance with all legal and regulatory requirements
- Make sure the constitution is being adhered too
- Maintain the list of Club ownership

Role

Good governance is vital to the success of the overall operation of the football club. The football Club needs to work within the boundaries of the law and football regulation to ensure its long term sustainability. The organisation also has a duty to protect members and the community's interests.

Operational Responsibilities

Policy and controls - a constitution for the Club so that everyone fully understands the policy and procedure of the football club – this includes guidance on areas like bank signatories, expected attendance of meetings and confidentiality.

Compliance - ensuring that all legal obligations are met - independent audit, returns to financial regulators, the AGM is held within 6 months of the financial year end etc.

Impartial guidance - to achieve good governance there must be some independence on the committee. The Secretary should be the most familiar with the constitution to enable advice to be given to the committee and any issues about interpreting the constitution should always be resolved after hearing the advice of the Secretary first. There are various places extra support can be found such the Football Supporters' Association, their legal advisers or the Cooperative movement.

Membership Votes - responsible for managing and ensuring the voting for membership is done in a fair and democratic process.

Goals

- Make sure the team is legally set up as a community benefit society

Football Secretary

Area of Responsibility - Football Administration

Headline objectives

- Register the team with the league
- Make sure all paperwork is kept up to date for player registration
- Process any matchday paperwork that is required

Role

Responsible for ensuring that the administrative and legal requirements of the league are correctly done to allow the team to play football in each game.

Operational Responsibilities

Administration - Liaising with the officials and opposing teams matchday secretary to ensure correct compliance and handling of all correspondence from the authorities (leagues, FA)

relating to the playing side (includes player fines, disciplinary matters, league administration and fixtures).

Matchday - Liaising with the Club and Matchday Secretary to ensure compliance with league and FA rules on requirements for players and officials

Goals

- Make sure the team is registered into a league by March 2024

Treasurer

Area of Responsibility - Finance

Headline objectives

- Responsible (alongside committee) for all financial budget setting
- Responsible for financial management
- Providing regular reports and cash flow forecasts to the committee and membership
- Ensure compliance with all financial requirements
- Applications for grant funding

Role

The Financial operation will need to establish and maintain a robust fiscal model which will be used for the responsible and prudent financial management of the Club. It is essential that the committee is provided with regular and easy to understand cash flow forecasts and projections.

Operational Responsibilities

Financial Management - 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.

Accounts - 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 accurate. Liaising with the Auditor and preparing the Annual Audited Accounts for the Society.

Grant Funding - Explore all opportunities for grant funding that can help the club to grow.

Goals

- Setup a club bank account
- Publish annual accounts onto the Club website for transparency

Fundraising Manager

Area of responsibility – Fundraising

Headline objectives

- Coordinate sales and merchandise
- Maximise match day revenue

Role

Developing a strategy to maximise revenue on matchdays and via other fundraising events to enable the club to function.

It is crucial that the Fundraising Manager ensures that commercial revenues and the associated expenses are managed so as to generate a pre-agreed financial return.

Operational responsibilities

Match Days - Running competition like a 50/50 raffle to bring in finances into the club

Merchandise - The Fundraising Manager will negotiate with merchandise suppliers; agree costs, order numbers and retail prices, purchasing stock for the club shop and other retail outlets. This does not include the club's kit which is organised by the Vice Chairman.

Goals

- Grow the club's match day revenue from fundraising by 20% every season

Sponsorship Manager

Area of responsibility – Sponsorship & Grant Funding

Headline objectives

- Secure sponsorship income
- Establish links with local businesses

Role

This covers the responsibility for devising and implementing the sponsorship strategy of the Club. A co-ordinated sponsorship strategy will ensure the club delivers maximum revenues from all new and existing clients and delivers a return on investment.

It is crucial that the Sponsorship Manager ensures that commercial revenues and the associated expenses are managed so as to generate a pre-agreed financial return.

Operational responsibilities

Relationship management - The Sponsorship Manager 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 Sponsorship Manager 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.

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

High Net Worth Individuals - Reaching out to celebrities and high net worth individuals to see if they would consider becoming owners, then using their profile to attract more fans and owners.

Goals

- By July 2024, reach out to all small businesses within the local community to see what financial support can be given to the club as well as growing the offering for owners via discounts within businesses
- By March 2025, have the club in a financial position so that it can be promoted in its first season if the football performances match the ambition of the fans
- Increase the sponsorship income of the club by 20% year on year
- By March 2025, get 10 businesses providing discounts to owners, then add 20% more each year

Community Manager

Area of responsibility – Community

Headline objectives

- To encourage local sports participation, particularly young people and disadvantaged groups
- To develop partnerships with local community groups and schools
- To secure funding to support the work
- To make a positive difference to all communities represented within East Thurrock

Role

The club's programme will be a central tenet of the club's ethos, to be more than just a football club but an organisation working for the benefit of the whole community. It is recognised the club cannot do it all on their own but will need to establish local partnerships to maximise its reach and benefit delivered.

Spread the message of what East Thurrock Community Football Club is doing so that everyone within the local area is aware of the club and our vision.

Operational Responsibilities

Sports Participation - To work with key partners to help increase local sports participation including supporting junior football in the area.

Match Day - To provide community orientated match day activities including regular fun days. Also some free tickets will be offered to community groups on a regular basis.

Local Partnerships - To establish partnerships with local community groups where mutual benefit is possible.

Schools - Develop a school based community links, opportunities for mascots and more.

Volunteer Network - To establish a network of volunteers to support the community programme, with an intention to establish a skills development pathway.

Outreach - Use methods such as leaflet delivery to keep the community up to date with what is going on as well as use it as an opportunity to bring more fans and owners into the football club.

Survey - Run an annual survey of the owners and fans to make sure the Club is delivering on all it can.

Goals

- By July 2024 have a network of volunteers to deliver leaflets to Stanford & Corringham
- By July 2024 get 100 owners
- By the end of the first season increase ownership to 250
- Increase ownership 20% year on year

Media Manager

Area of Responsibility - Marketing

Role

To make sure owners and fans are kept up to date with everything that is going on with the football team both during the games as well as on non match days. Also a marketing aspect to make sure that attendances rise and people want to attend the games or become owners.

Operational Responsibilities

Website - Make sure a website is maintained with all the latest details as well as the opportunity for people to become owners.

Social Media - Increase the presence of the club by using all social media platforms including but not limited to Facebook, X (formerly Twitter), Instagram, YouTube and TikTok.

Gameday Content - Graphic for the lineup and goals during the game so that people who cannot attend are kept up to date with the matches.

Matchday Programme - Develop a digital programme for each game so people are informed and also an avenue to create sponsorship revenue.

Live Streaming - Explore the possibility of live streaming the games as an additional benefit for the owners of the football club.

Goals

- By the end of the first season achieve 2,500 followers on Facebook, Twitter and Instagram
- Increase followers by 20% each season

Facilities Manager

Area of responsibility – Facilities Management

Headline objectives

- Liaise with the landlord
- Ensure all utility companies are managed
- Ensure compliance with Health and Safety and league regulations

Role

The Facilities Manager will ensure that the playing facilities at all times meets the requirements of the Safety at Sports Grounds legislation and, thus, is a safe environment for use by the community and on match days.

Operational responsibilities

Maintenance - The Facilities Manager will liaise with the landlord regarding the on-going up-keep of the ground.

Ground Grading - The Facilities Manager will liaise with the Football authorities regarding the minimum requirements for crowd capacity, floodlight lux value, size of dressing rooms, and any other factor relevant to the level of football at which the Club may be playing

Safety - The Facilities Manager will liaise with the match day Coordinator to ensure the safety of spectators, players, match officials, stall, volunteers, sponsors, and visiting officials whilst at the ground.

Stewarding - The Head Steward will report to the Facilities Manager to ensure that all steward duties are carried out on a match day.

Fire Procedures - The fire alarm system will be tested on a weekly basis and before each home game to ensure it is in working order. Each test will be recorded in an appropriate logbook. A trial evacuation of the Stand will be carried out every season at the end of a game to reinforce the procedures, with particular regard to spectators with hearing, sight, or mobility impairment.

Administration - Records will be kept in a readily accessible location at the ground and will demonstrate compliance with the Safety at Sports Grounds legislation and the requirements of the football authorities.

Goals

- Have the ground up to league requirements for the inspection by March 2024
- Make sure the improvements are made by March 2025 for a potential promotion to Step 6 after the first season

Women's, Reserve, Sunday, Youth, Disability & More Teams

The intention is to run a first team to begin with and then once this is up and running expand to offer other football teams that are not already provided within the local community. Our ambition is to deliver football teams for everyone in the community but it is important to walk before we run.

Where other teams are already provided we will open a dialogue at the appropriate time on how they would most like to operate and any assistance we can offer. Some teams have already reached out to us. It is important that it remains their decision on how to progress for the benefit of their players.

The Eastern Junior Alliance (EJA) is the South East Of England's leading youth development football league, to register for this level you need a first team to be playing at a Step 5 or higher level. So it is important for the first team to reach this level (Essex Senior League) to be able to work with any organisations on providing elite youth football.

When the working group were initially formed the East Thurrock United Youth Committee took the decision to continue operating as a separate entity, we continue to wish them the best.

Which League We Begin In

When a club is liquidated it is required to drop two divisions but being a new club we are not entitled to join the football pyramid at any point.

Having spoke with several leagues we have decided to apply to the Essex Olympian League with the hope of being admitted to the Premier Division. This will be subject to a vote of the league committee once our application has been submitted.

The league is currently going through a restructure due to a merger with both the Southend Borough & District Football Combination League as well as the Mid Essex Football League. We do not know the details of this new arrangement yet.

If we are admitted to the premier division, we have set a goal to get to the Isthmian North division for the 2030/31 season where East Thurrock United were last playing. This gives us two seasons for each promotion that we are aiming for. This is a realistic target which helps us build a sustainable model for the community club moving forward.

Once the plans for our playing facilities are finalised we will be sending the application to the league, which is required by the end of March to play in 2024/25.

Where We Play Our First Season

One of the most important factors for a club is where it plays its football. We felt this was too important a decision for the committee to take by themselves so it will be one that is made by fan ownership.

Our process is about making the correct decisions and doing our due diligence at every stage.

When deciding where we will play our first season, we knew we wanted the club to be playing in either Stanford-le-Hope or Corringham. It is hard to be a community football club and then play outside of that community. After that we wanted to start by exploring every available option and assess it against the criteria for the leagues we are looking to go into.

For the Essex Olympian League the key criteria include: clubhouse is desirable but not required, adequate car parking, a perimeter to the pitch including rope, adequate toilet facilities as well as separate dressing rooms for both teams and officials. The full breakdown of the requirements are below.

Planning ahead for a future promotion to the Eastern Counties Regional (Thurlow Nunn) Football League there is a higher set of requirements which include a clubhouse, boardroom, public address system, floodlights and dugouts. Then for fans, we need to provide at least 50 covered seats and an area of covered standing for 50 people. To be able to be promoted you need to have these in place by March with the exception of floodlights which can be added nearer to the season.

We are currently working with a list that is being vetted, based on facilities that meet our needs, such as being able to play on days and at times that are required by the league. The plan is to present the shortlist of every plausible option at the public meeting, then we together as a fan run club can make the final decision soon after on where we play.

Stadium Requirements

Below are the requirements as laid out by the Essex Olympian League to meet the requirements. It is important that a plan is in place for the ground to progress over the next few years so that a promotion isn't rejected due to the lack of stadium provisions.

[Here is a link to the requirements steps 1 to 6](#), the largest change to enter these leagues is that floodlights are provided at the stadium.

Essex Olympian League - Initial Requirements

- Security of Tenure

Where a club does not own the freehold of their ground then evidence of adequate security of tenure must be provided.

- Ground Share

Ground sharing would be at the discretion of each league within the National League System, taking into account local circumstances. Where ground sharing is permitted the club must have sole control over and use of facilities on match days. Ground sharing must not be allowed in order for a club to gain promotion.

- Capacity

There is no stated ground capacity.

- Boundary of Ground

There is no requirement for a ground to be enclosed in any way.

- Clubhouse

A clubhouse facility, whilst being desirable, is not compulsory. If a clubhouse facility exists either on or adjacent to the ground, this should be open on match days to provide refreshments to spectators.

- Car Parking

There should be adequate car parking facilities on or adjacent to the ground.

- Pitch Perimeter Barrier

As a minimum, there must be post and rope surrounding the pitch on all those sides that may be occupied by spectators. The barrier, if other than solid wall type of construction may be infilled. Advertising boards may be acceptable as a means of infill. Ideally, there should be a minimum of 1.83 metres, ideally 2 metres between the touchline, goal line and the pitch perimeter barrier.

- Pitch Standards

The playing surface will be grass, unless otherwise authorised by the respective League Rules and must be of an acceptable standard. It must be free from surface depressions and excessive undulations. The maximum slope allowable shall not exceed an even gradient of vertical to horizontal 1:41 in any direction.

- Playing Area

The playing area is to be in accordance with the requirements of the Laws of the Game. Law 1 states that the length of the touchline must be greater than the length of the goal line.

Length - Minimum 90 m (100 yds) Maximum 120 m (130 yds)

Width - Minimum 45 m (50 yds) Maximum 90 m (100 yds)

It should be noted that at Grade H the playing area must be a minimum of 100 metres x 64 metres. Goal posts and goal net supports should be of professional manufacture and conform to the current safety requirements and to the requirements of the Laws of the Game. Reference should be made to the Goalpost Safety Information booklet published by The Football Association.

- Technical Area

Portable trainers' boxes are permitted and must be securely fixed when in use. It is desirable for a Technical Area to be marked out in accordance with the guidance contained in the 'Laws of the Game' booklet.

- Secure Walkway

A secure walkway is not a requirement.

- Floodlighting

Floodlighting is not compulsory at this Grade. However, where it is provided it must be to an average lux reading of 120. No single reading can be less than one quarter of the highest reading so as to ensure an even spread of light. Reading shall be on a grid of 88 markings (8 across, 11 down) evenly spaced with the outside readings falling on the pitch boundary line. The average of all the readings is taken to be the average illumination level in lux of the floodlighting installation. The lux values must be tested every two years in accordance with current guidelines by an approved independent contractor. When new or improved installations are being planned, an average lux. reading of 180 should be provided.

- Public Address System

A public address system is not compulsory.

- Entrances

There is no requirement for fixed entry points. However, where a turnstile is installed, it must be fully operational and of the controlled revolving type.

- Exits

Where fixed exit points are provided, there must be sufficient to ensure the safe evacuation of the ground if necessary. All exits must be clearly signposted.

- Emergency Access

Access for emergency services should be provided.

- Seated Accommodation

Seated accommodation is not a requirement.

- Covered Standing Accommodation

Covered accommodation is not compulsory. Hard standing is not compulsory. However, where it is provided it must be a minimum width of 0.9 metre, measured from the spectator side of the pitch perimeter barrier where provided. .

- Toilets

Provision should be made for adequate toilet facilities.

- Refreshment Facilities

Refreshment facilities for spectators are not compulsory.

- Dressing Room Facilities

All dressing rooms must be secure and suitable for purpose.

- Players

Separate dressing rooms must be provided for both teams. Existing dressing room dimensions will be in order, provided that they are of a minimum of 12 square metres, excluding shower and toilet areas. However, clubs wishing to progress should be aware of the need to increase to a minimum of 18 square metres. Where clubs are planning to build new changing rooms, these must be planned to be a minimum size of 18 square metres, excluding shower and toilet areas.

Each dressing room should have the following:

- A shower area comprising of at least 3 working showerheads for each team – if not located in the dressing room then they must be located adjacent to it.
- Adequate toilet facilities exclusively for the use of players - if not located in the dressing room then they must be located adjacent to it and must not be accessible to the general public.
- Hot and cold running water
- Shared shower facilities are not acceptable.
- Ideally separate toilet facilities should be provided for each team. It is not acceptable for players and match officials to share toilet facilities.
- In order to be considered for promotion to Step 6, clubs must have en suite shower and toilet facilities with a minimum of 4 showerheads.

- Match Officials

Separate dressing rooms must be provided for match officials, the minimum size of which shall be 4 square metres excluding shower and toilet areas.

Each match official's dressing room should have the following:

- At least 1 working showerhead.
- Adequate toilet facilities, exclusively for the use of match officials, which must be separate from those provided for the players. These do not necessarily need to be situated in the dressing room but must not be accessible to the general public.
- Hot and cold running water
- Provision should be made for changing accommodation for both male and female match officials.

- When new changing rooms are being planned or existing changing rooms refurbished an area of 6 square metres and facilities for mixed gender match officials should be provided.
- In order to comply with the G Grade after promotion to Step 6, clubs must provide en suite shower and toilet facilities for the match officials.
- All dressing room areas to be maintained to a high level of cleanliness and secure on match days.

- Medical

There must be a suitable qualified person (minimum F.A. Save a Life) in attendance. All clubs must provide first aid equipment at their ground.