

BATH CITY FC

Summary of Research Responses

TOP PRIORITIES

Summary of Key Findings

Top Priorities

Most important goals for Bath City to strive for?

1. Be financially sustainable for the long-term
2. Engage with the city and attract new support
3. Play attractive, ambitious football

Most essential qualities in five years' time?

1. Professionally run
2. Spends within its means
3. Ambitious to climb the leagues

Top Priorities

Most important qualities of the club to me personally?

1. Plays attractive football
2. Professionally run
3. Ambitious to climb the leagues

Most important changes I'd like to see in five years' time?

1. No longer loss-making
2. Increased attendances
3. Playing in a higher league

Top Priorities

How important is it that fans have a say in the running of clubs?

47% - Very important

24% - Important

26% - Somewhat important

How much say would you like to have in the club's affairs?

55% - I would like to be involved in the key issues, but not the everyday stuff

38% - I am happy for the board to get on with it

6% - I would like to have a say in most things that go on at the club

THE PURPOSE OF THIS DOCUMENT

Bath City FC

The purpose of this document

In March 2017, the incoming board of Bath City FC asked an independent researcher to carry out research into supporters' hopes and expectations for community ownership. The purpose of the research was to:

- Encourage supporters, Society members, community shareholders and others to think about what the club means to them, and what they would most like to see in the future
- Help the incoming board develop a "vision and values" statement that would clarify the club's future direction and guide decision-making
- Make the new community-owned club stronger and more durable by clearly demonstrating how the new board and management are taking into account the views of supporters and the community

The initial research involved a survey, to which 527 people responded, and a focus group of about 15 people. More detail about who took part is given in this document.

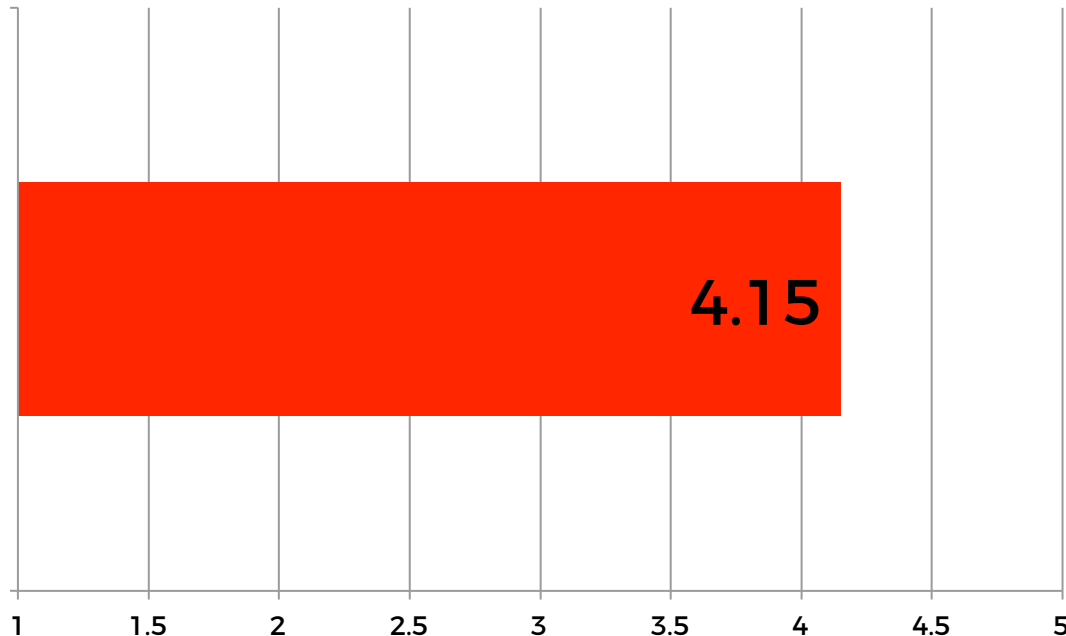
WAS THE RESEARCH WORTHWHILE?

Do supporters want to be consulted about the club's desired essential qualities and future priorities?

Was the research worthwhile?

In your view, how important is it that football fans get to have a say in the running of the clubs they support?

(1 = Not at all important, 5 = Very important)



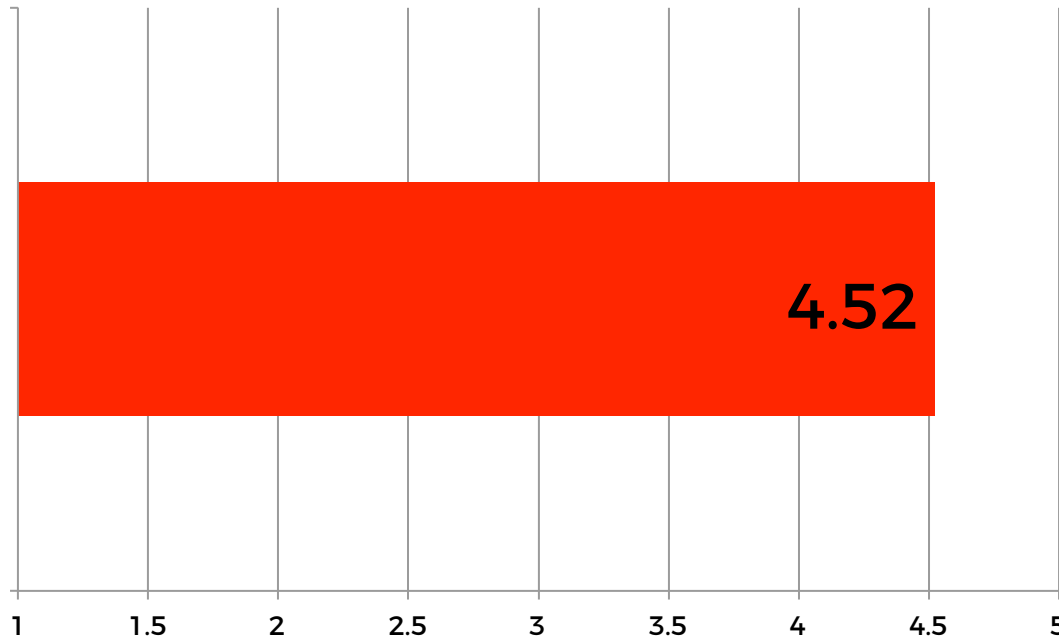
527 people responded to the survey, a higher number than anticipated.

Of these, 98% believe that it is at least somewhat important that fans have a say in the running of their clubs - with almost half believing this to be very important.

Was the research worthwhile?

How important is it to you that the club has a clear sense of what it stands for?

(1 = Not at all important, 5 = Very important)



The responses clearly show that Bath City FC supporters do feel that the club should have a clear sense of what it stands for.

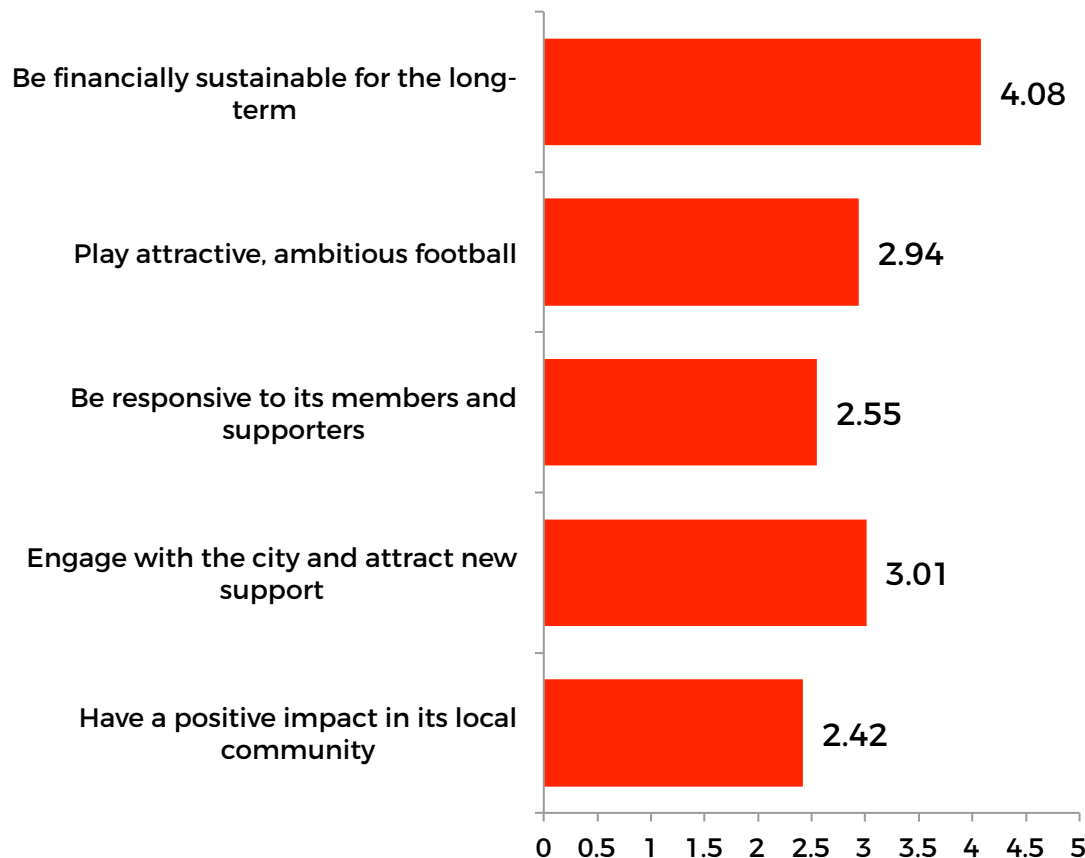
In that sense, we can conclude that a research survey asking about the club's essential qualities and important future goals was worth conducting.

WHAT DO YOU WANT TO SEE?

Bath City FC's desired essential qualities
and most important goals and priorities

What do you want to see?

Bath City FC should strive to...



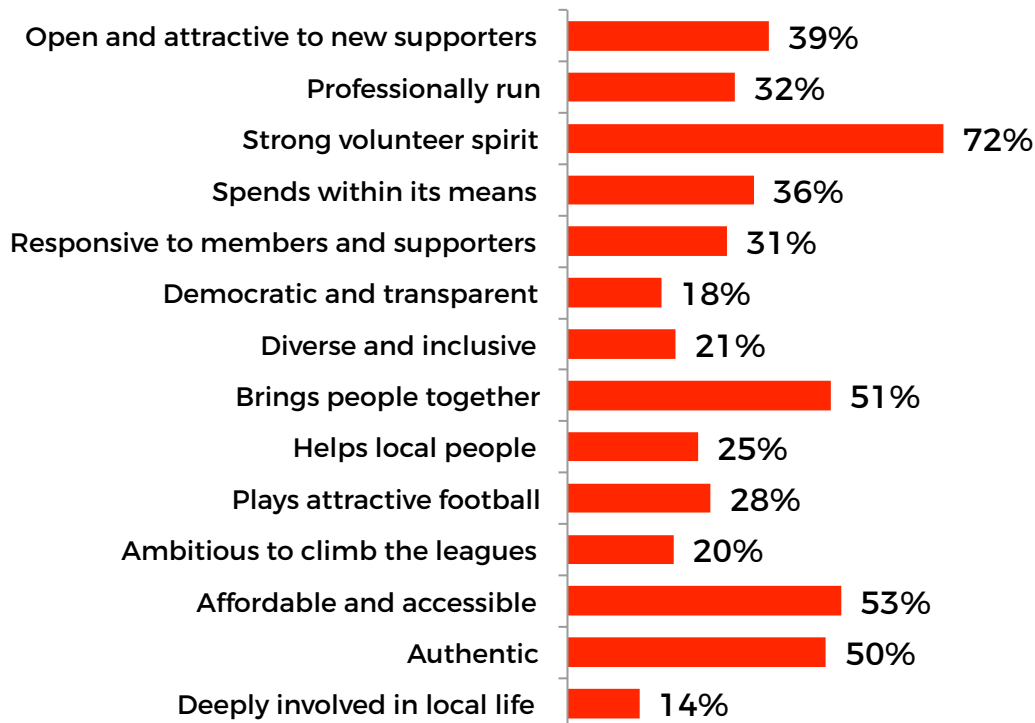
When asked to rank 5 goals in order of importance, respondents put financial sustainability first by some margin.

Engaging with the city and attracting new support came second, with playing attractive and ambitious football third.

Of course, all goals are linked and it is difficult to achieve one without the others. But there is a clear mandate to the club management to prioritise financial sustainability.

What do you want to see?

From what you've experienced, which of these accurately describes the club right now?



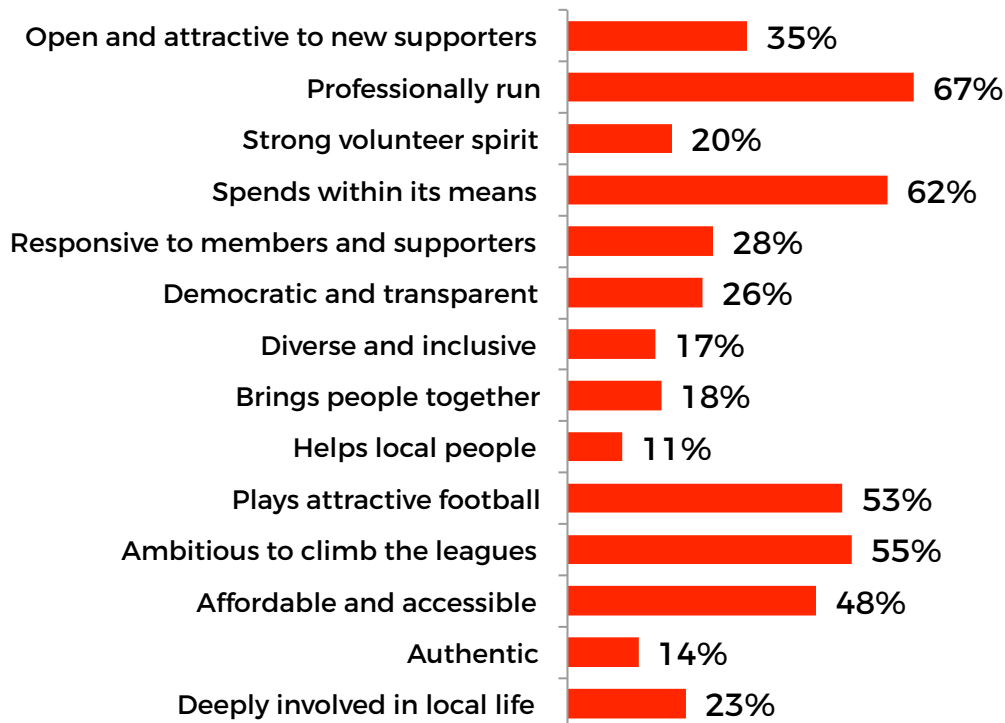
Respondents recognise the club's strong volunteer spirit, and around half believe it is authentic, affordable and accessible, and brings people together.

About a third believe the club is professionally run and spends within its means.

Note: respondents were able to select as many attributes as they wanted.

What do you want to see?

Imagining the club in five years' time, what should be Bath City FC's most essential qualities?



Respondents put professionalism and financial sustainability at the top of the list when asked to picture the club in five years' time,

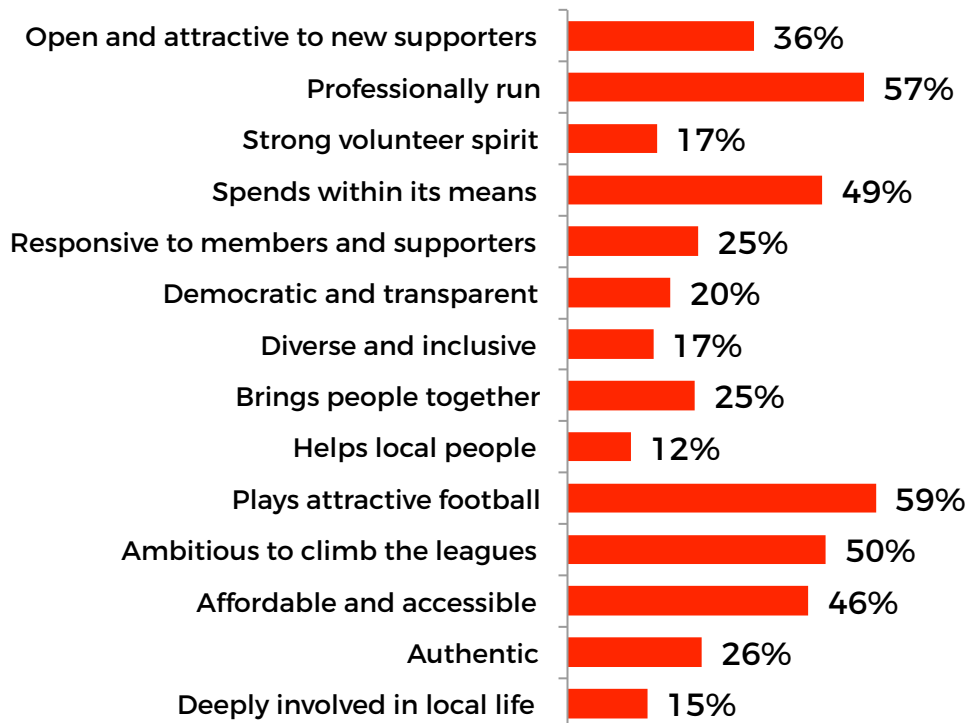
Ambition to climb the leagues, attractive football and accessibility/affordability are also strong priorities.

Surprisingly perhaps, few respondents thought helping local people, being authentic or maintaining a strong volunteer spirit were "top 5" priorities.

Note: respondents could select up to 5 qualities.

What do you want to see?

Thinking about what the club means to you, which of these feel the most important to you personally?



When it comes to what's personally most important, nothing beats attractive football.

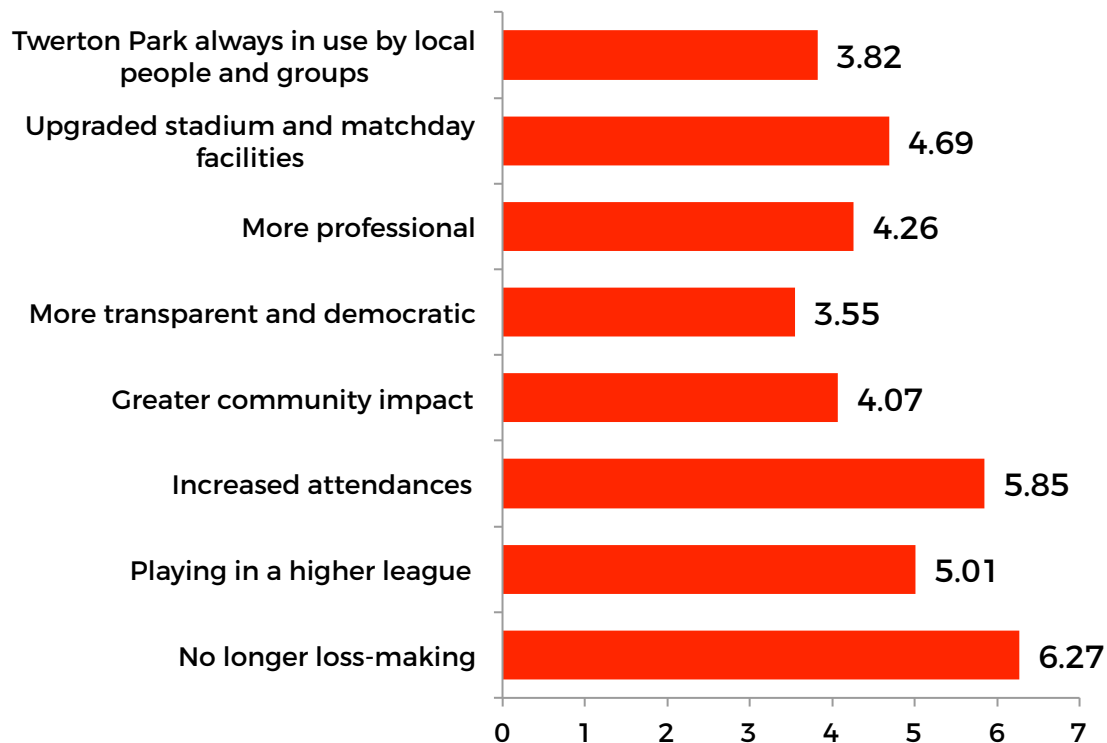
This is followed closely by professionalism and ambition to climb the leagues.

In roughly equal measure, respondents want the club to be ambitious *and* to spend within its means, while remaining affordable and accessible – an age-old quandary.

Note: respondents could select up to 5 qualities.

What do you want to see?

Looking at the next five years, which changes would you most like to see at Bath City FC?



Stopping the club's losses is a clear priority, with increased attendances perhaps seen as the main way of achieving this.

Of course, all of these changes are interrelated. But the results show that respondents clearly understand the financial challenges the club faces.

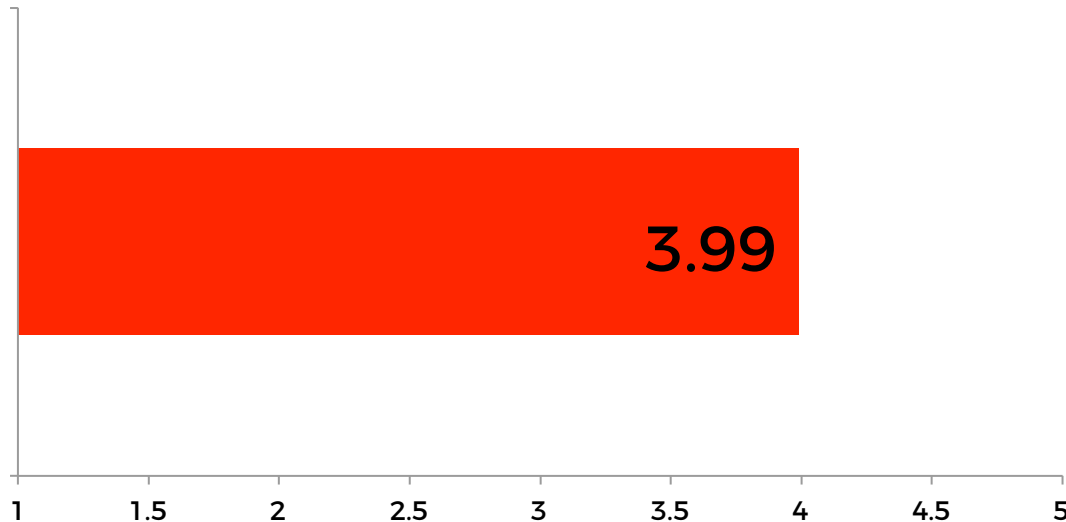
HOW SHOULD THE CLUB BE RUN?

Democracy and supporter input

How should the club be run?

To what extent do you think that decisions concerning everyday matters at the club should be left in the hands of elected board members and the General Manager?

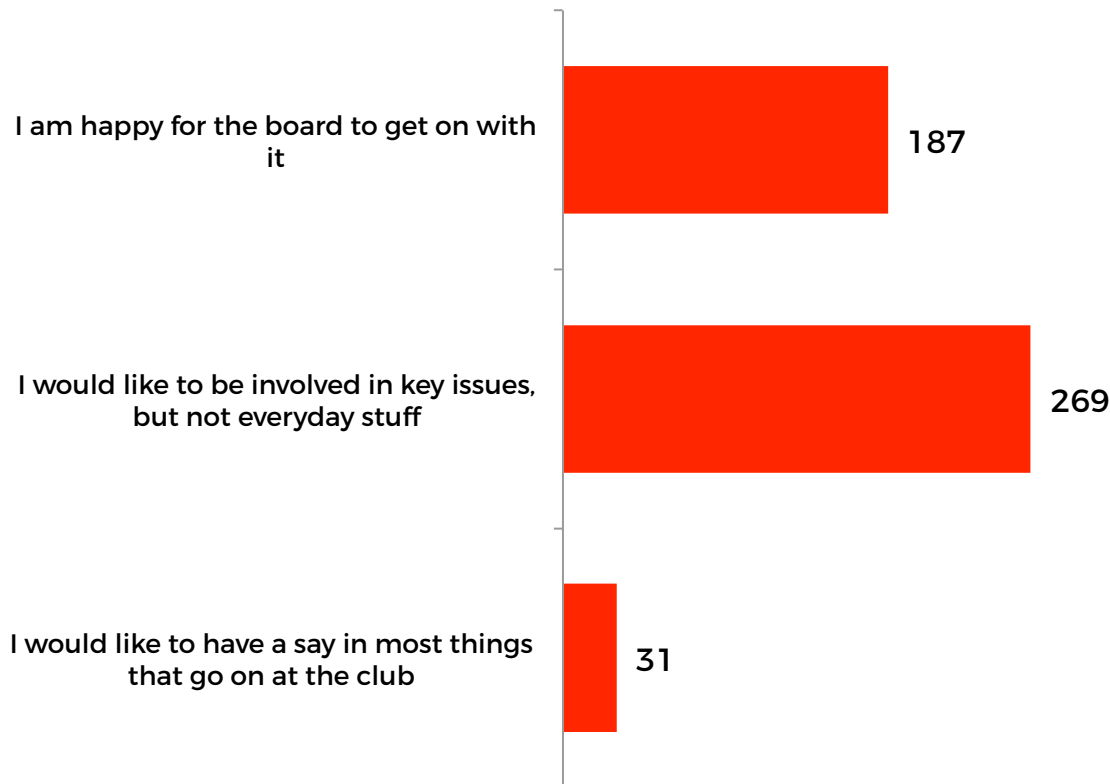
(1 - Not at all, 5 - Very much)



On the whole, respondents seem to prefer to delegate responsibility for everyday decision-making to the club management and elected directors.

How should the club be run?

Which of the following statements comes closest to your opinion?

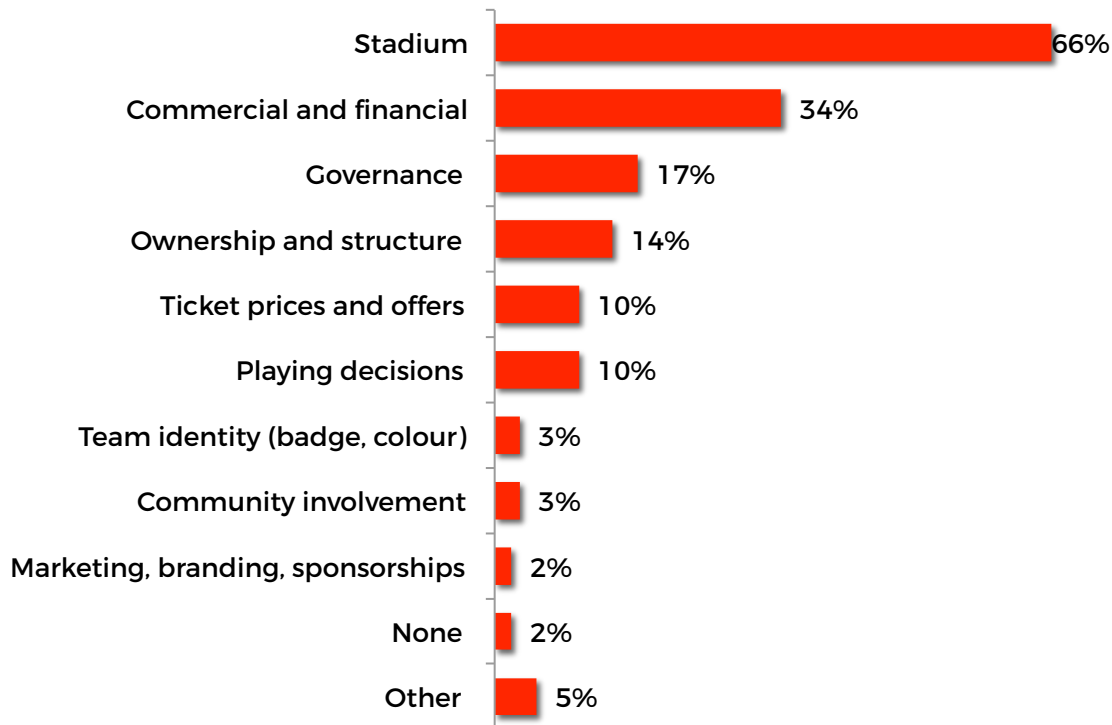


A narrow majority of respondents (55%) would like to be consulted on major issues facing the club, but a sizeable chunk (38%) just want the club's board to get on with it.

Only a small minority (6%) have an appetite for a more direct democratic approach.

How should the club be run?

Which club decisions are so important that they must be approved by a vote of members?



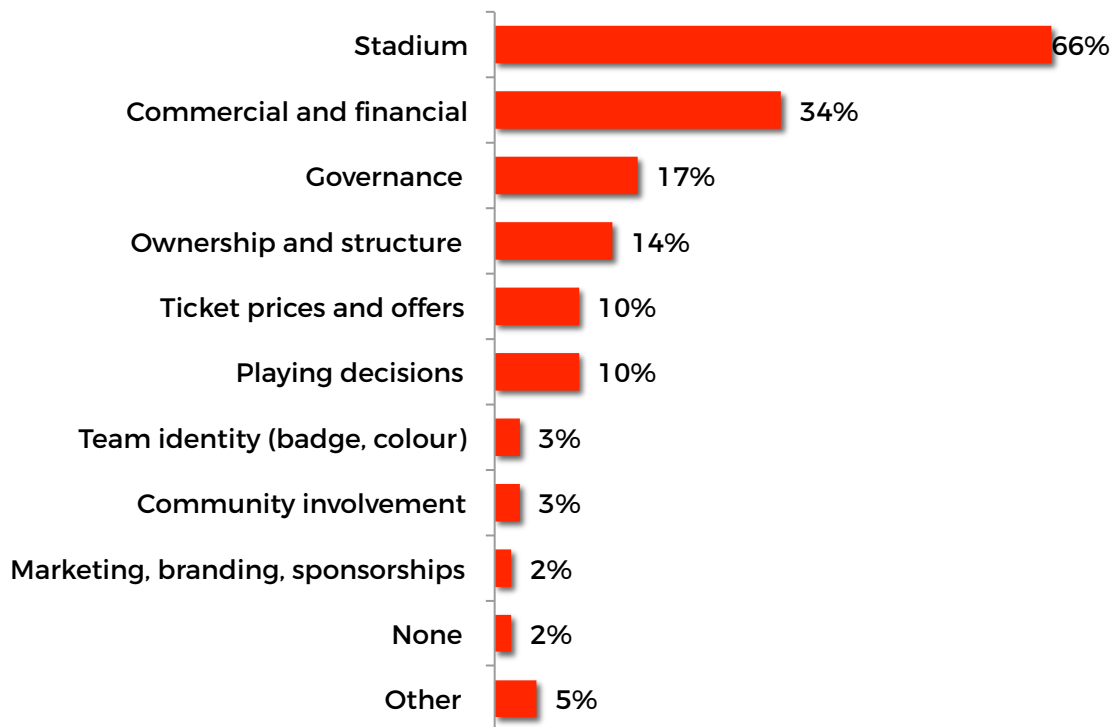
Respondents were asked, as an open question, which club decisions must be put to a vote of members. 316 respondents gave suggestions, which we then grouped into categories.

The future of Twerton Park, whether redevelopment or moving grounds, is the key issue where respondents most clearly demand the right to democratic approval.

Around a third also believe that certain aspects of financial strategy, such as annual budgets or major financial decisions, should be put to a vote. *[cont. next slide]*

How should the club be run?

Which club decisions are so important that they must be approved by a vote of members?



[cont. from previous slide]

There little appetite for members' votes on the first team manager, ticket prices or other operational matters. However, it is worth noting that the current manager is popular with supporters.

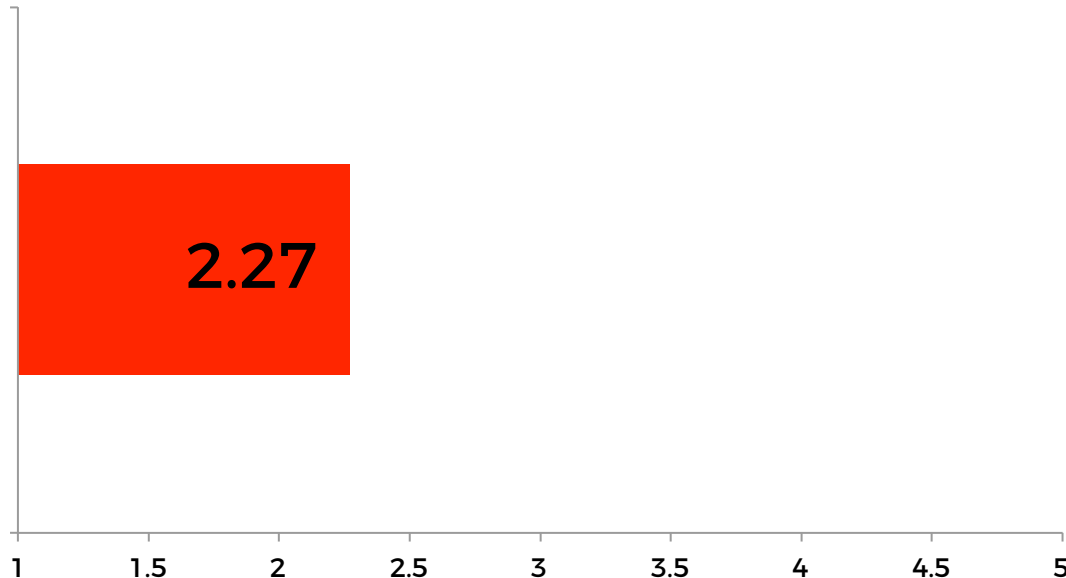
It's also worth noting that this question captures only "front-of-mind" issues. For example, there has been much talk of redevelopment or relocation in recent years, which may make the issue fresher in people's minds.

Conversely, a Society AGM recently passed a motion to ensure that changes to team identity must be put to a vote, despite only 3% of respondents mentioning it here unprompted. ,

How should the club be run?

To what extent would you personally like to be consulted on decisions concerning everyday matters at the club?

(1 - Not at all, 5 - Very much)



Asking the question in a more personal way, this slide seems to confirm that respondents have limited interest to giving input to everyday club decisions.

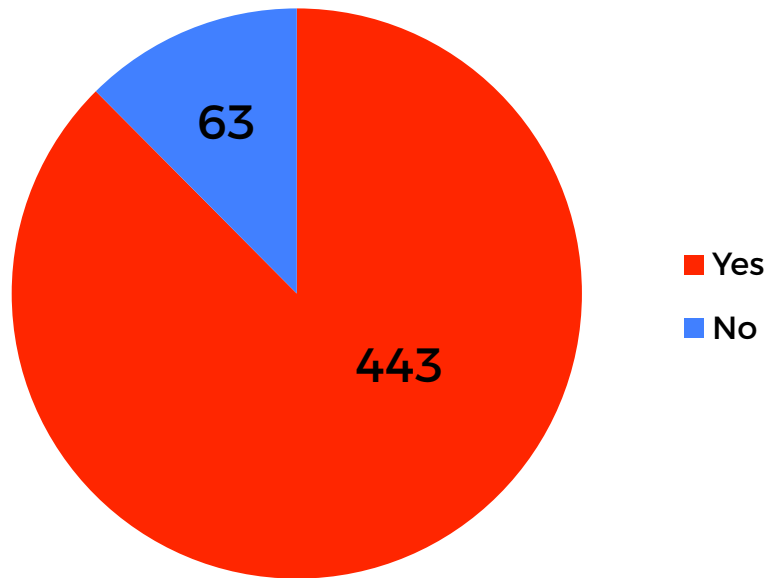
It's worth noting, however, that the recent online poll to decide the colour of the 2017/18 away kit attracted 860 responses.

THE ROLE OF THE SOCIETY

Do supporters understand community ownership and the role of the Supporters Society?

The role of the Society

Did you know that Bath City Supporters Society is now directly involved in the running of Bath City FC?

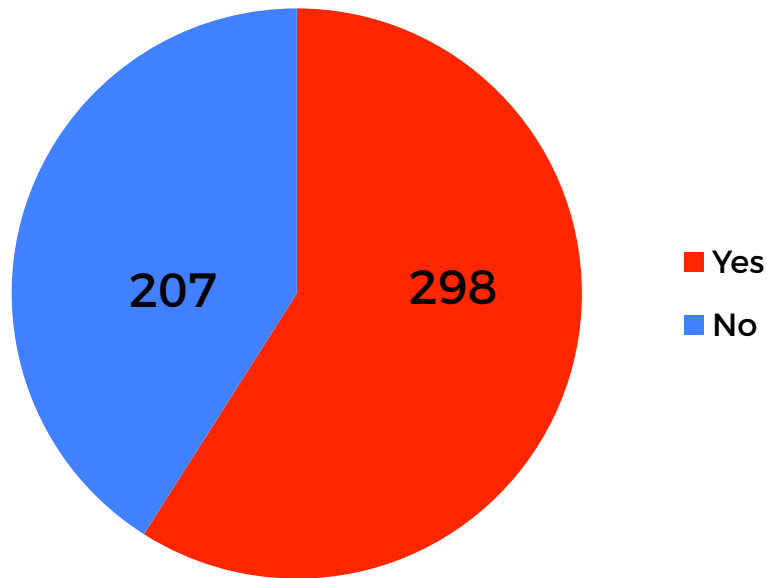


Most respondents (88%) understand the Society now has a direct role in club management.

This figure is only slightly higher (93%) among community shareholders.

The role of the Society

Were you aware that, from next year, members of the Supporters Society will be able to nominate and elect six of the club's nine board members?

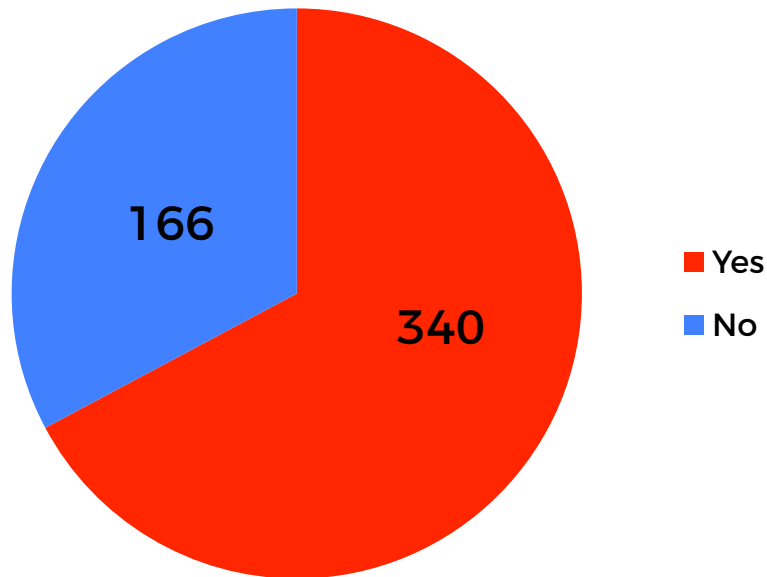


A narrow majority (59%) knew that Society members will be able to control the make-up of two-thirds of the Bath City FC board from 2018.

However, this increases to 70% if only community shareholders' responses are considered.

The role of the Society

Did you know that anyone over the age of 16 can become a member of the Supporters Society and have a say in how the club is run?



One-third of respondents did not seem to know that Society membership is open to all.

Other data suggests that some people don't understand the difference between being a Society member and a community shareholder.

(It is also possible that some of those answering "no" were simply reporting that they didn't know that the age limit for Society membership is 16.)

WHO RESPONDED?

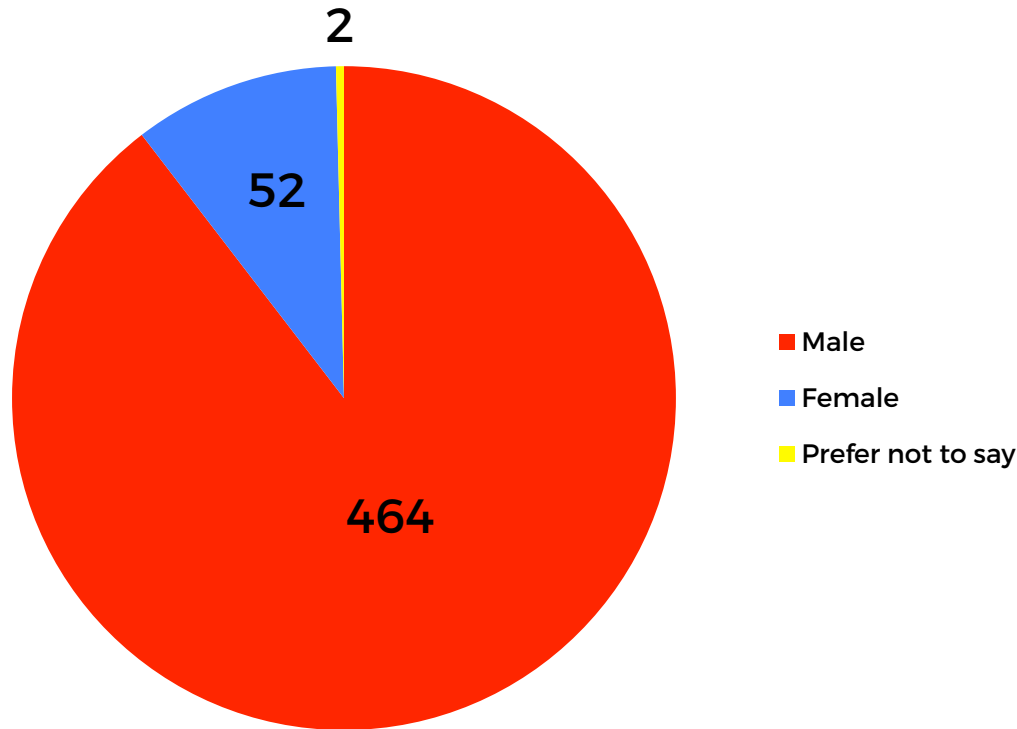
Breakdown of demographics

Notes on the data

- To our surprise, there was little statistically significant variation in the opinions of different groups within the respondents. That is, we saw no clear evidence to suggest serious differences of opinion between, say, community shareholders and non-community shareholders, young and old, male and female, occasional visitors and season ticket holders. That's not to say that there were no differences or biases, but we are confident that the main opinions and preferences generated by the survey are shared broadly by the majority of respondents.
- The demographic split of the survey respondents makes interesting reading, but it must be noted that it does not necessarily reflect the composition of the club's supporter base, or the range of people in the community who feel attachment to the club. It reflects only the demographics of those who were willing to complete the survey. Further research into the make-up of the club's supporter base would allow us to create weighted results.

Who responded?

Are you male or female?

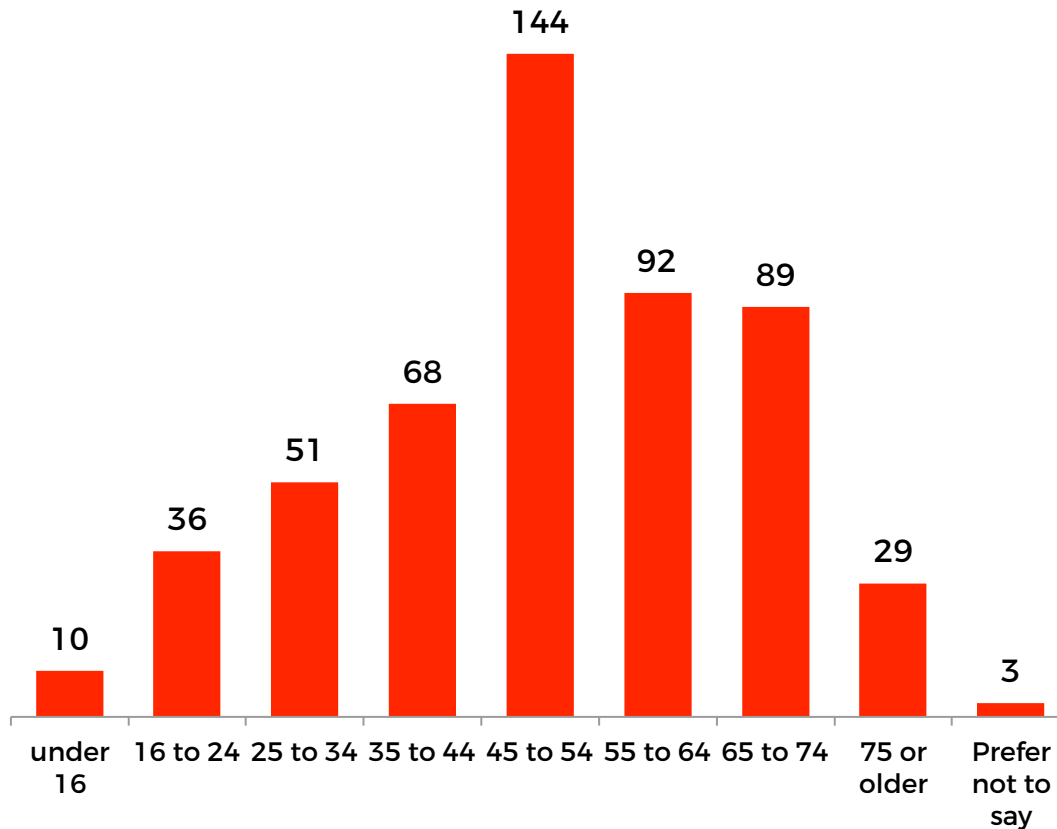


The sample is heavily skewed towards men.

We do not have figures on the gender breakdown of those who attend matches, so it is difficult to say whether this makes the sample unrepresentative of Bath City supporters.

Who responded?

What is your age?

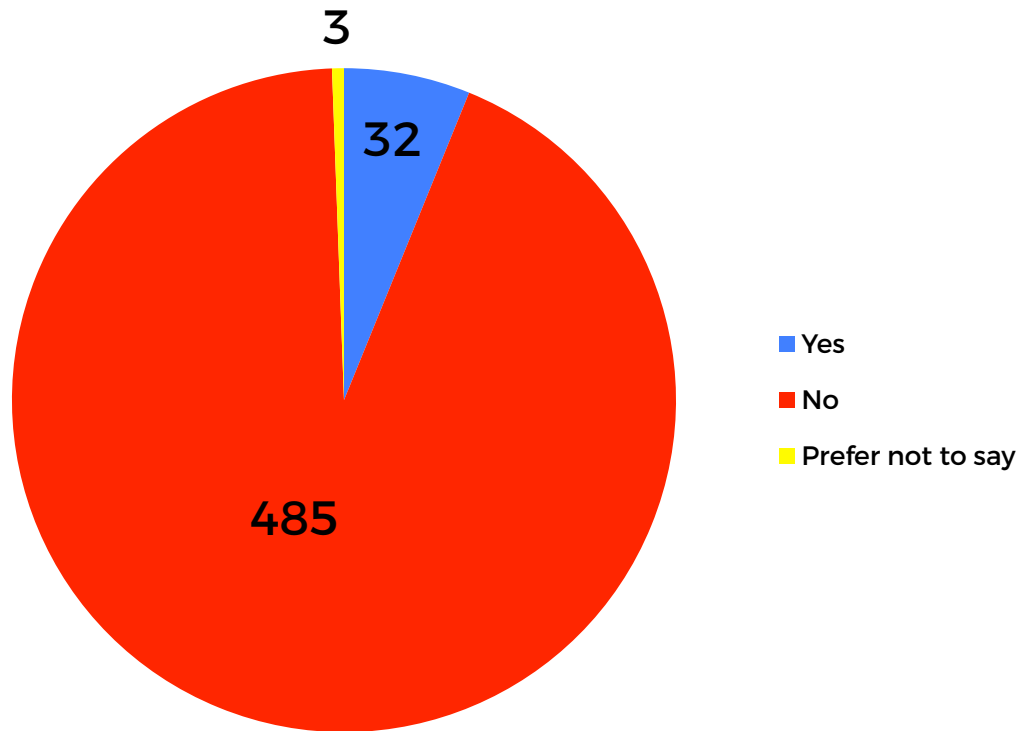


We do not have data on the ages of those who attend matches, so it is difficult to say how well our sample represents all supporters in terms of age.

The proportion of 65+ respondents is slightly higher than the proportion of 2016/17 match-goers buying senior (65+) concession tickets, but this does not take into account season ticket holders above the age of 65.

Who responded?

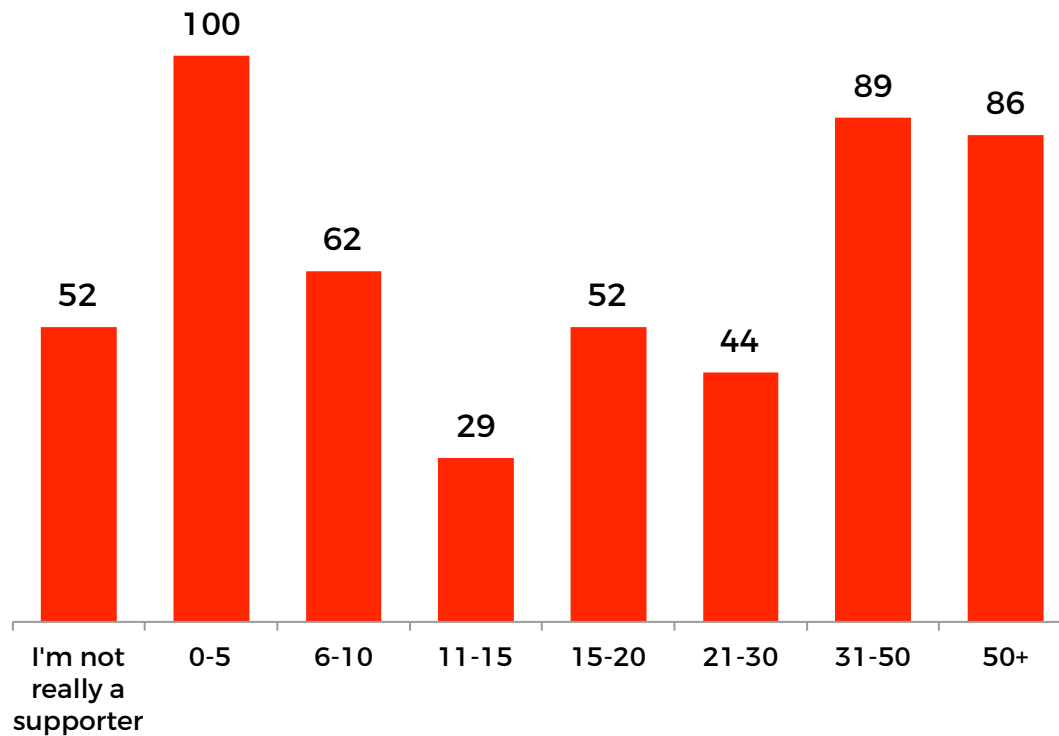
Are you a full time student?



Attendance and concessions data from the 2016/17 season suggest that the proportion of student respondents is broadly in line with the proportion of student match-goers.

Who responded?

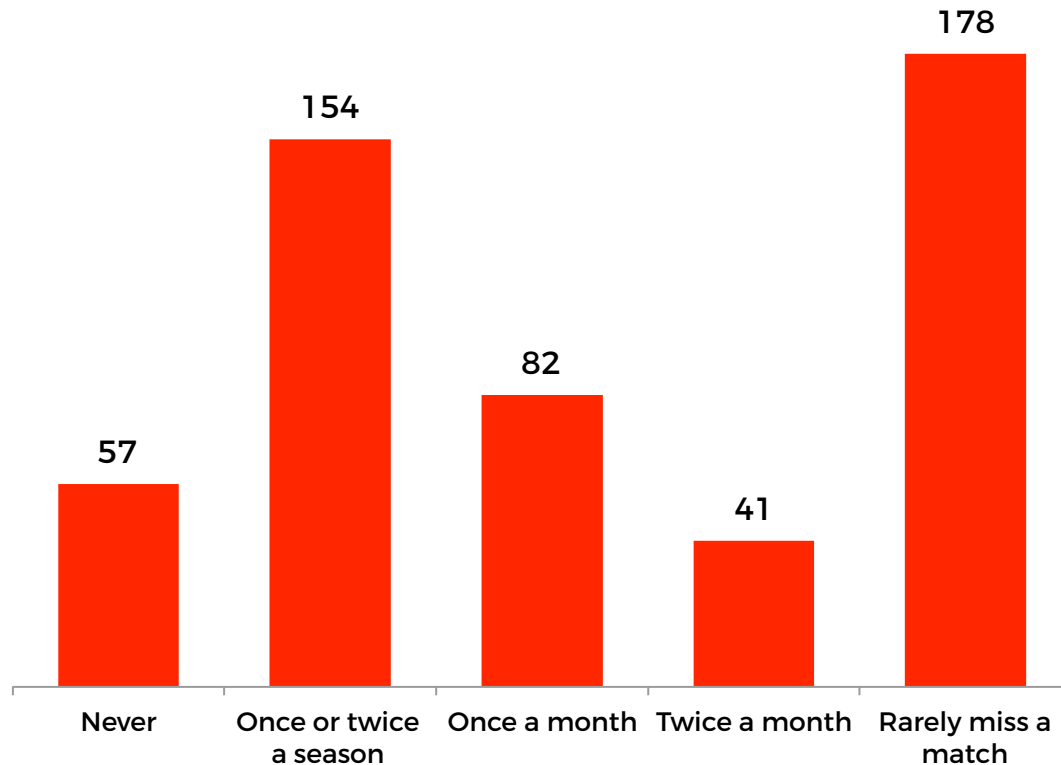
For how many years have you supported Bath City FC?



As with all data in this survey, these answers are self-reported.

Who responded?

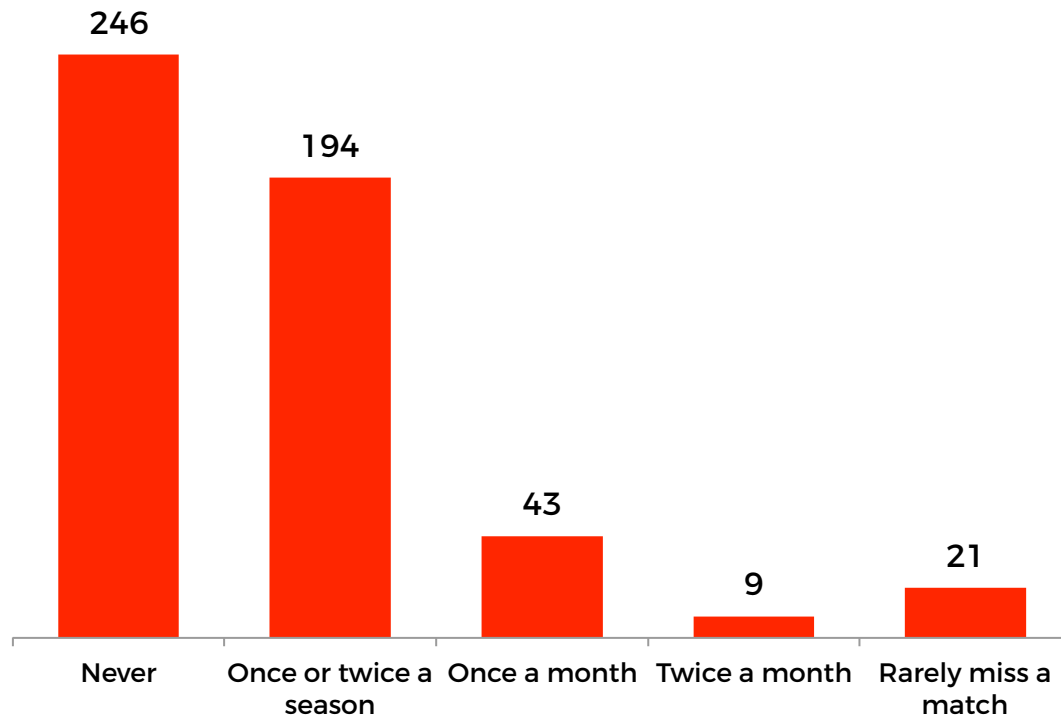
How often do you attend home games?



As with all data in this survey, these answers are self-reported.

Who responded?

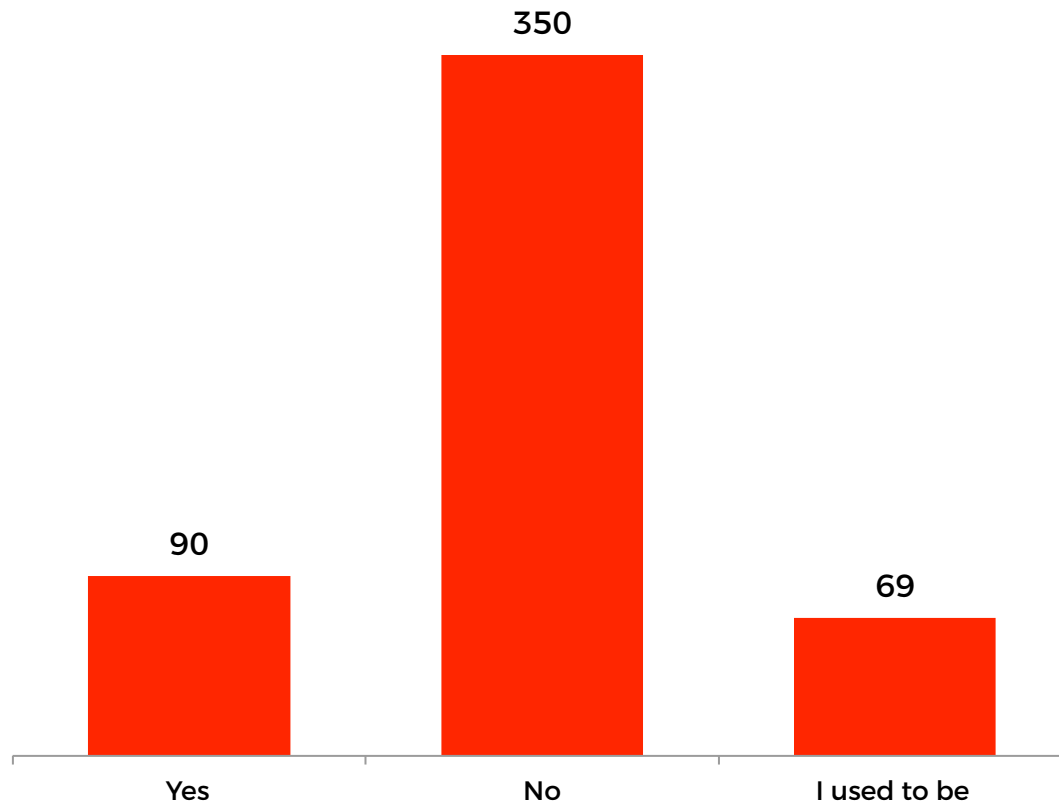
How often do you attend away games?



As with all data in this survey, these answers are self-reported.

Who responded?

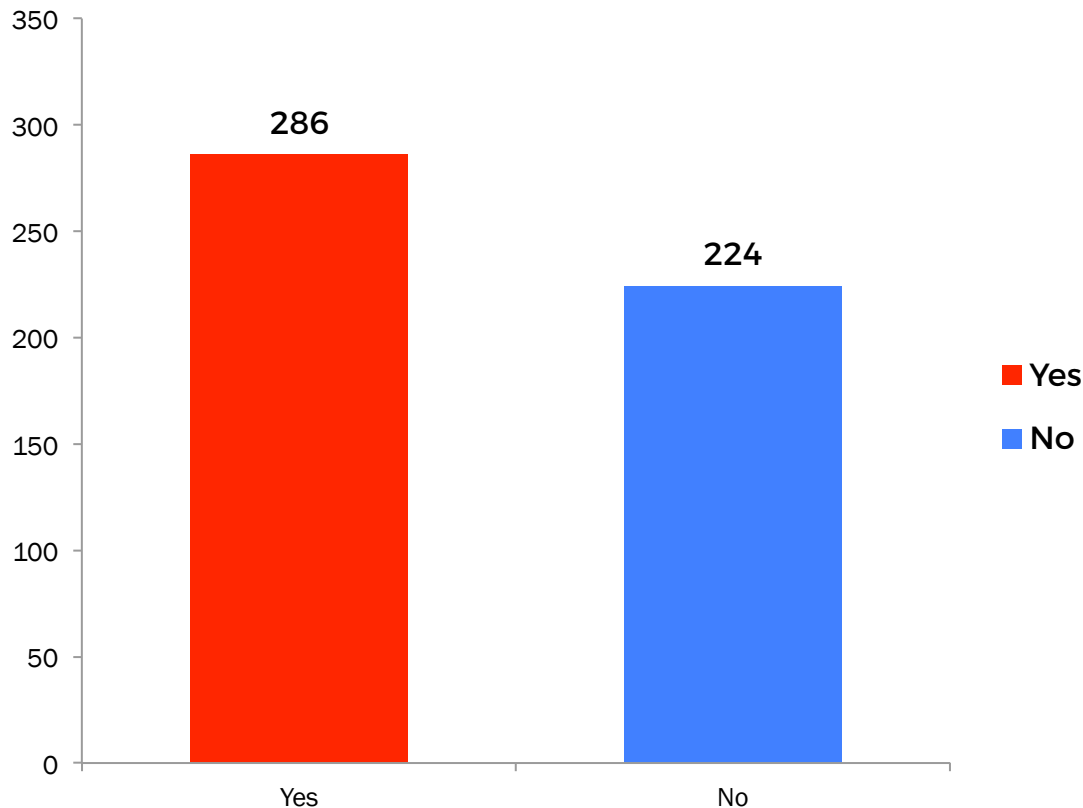
Are you a season ticket holder?



As with all data in this survey, these answers are self-reported.

Who responded?

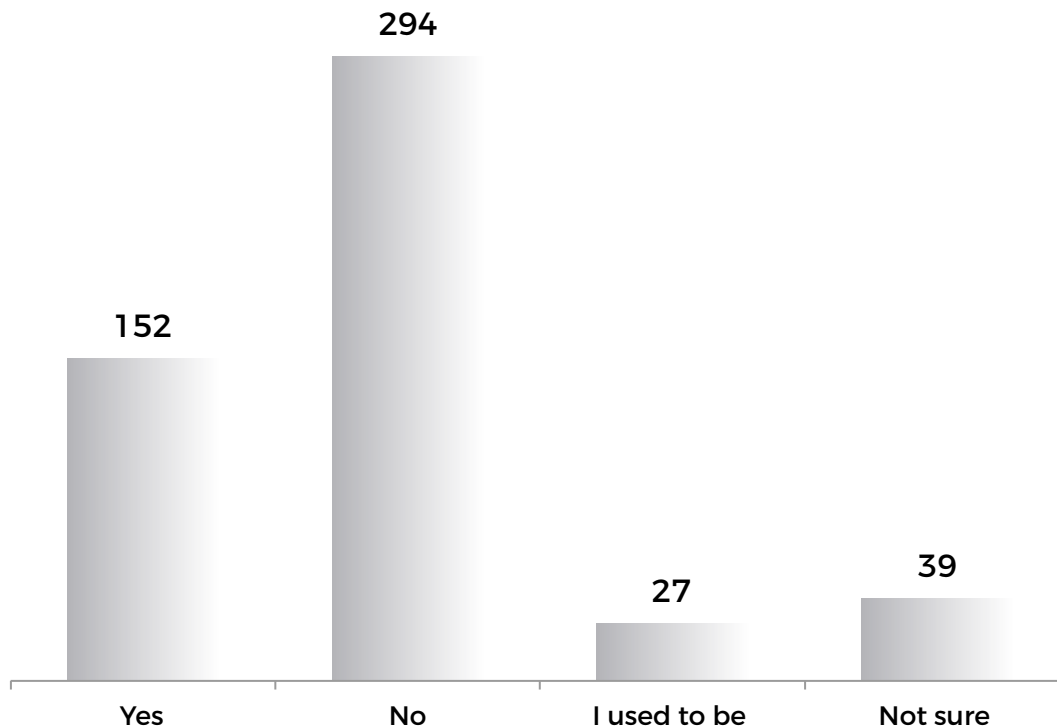
Did you buy community shares in the Big Bath City Bid?



As with all data in this survey, these answers are self-reported.

Who responded?

Are you a member of the Supporters Society?



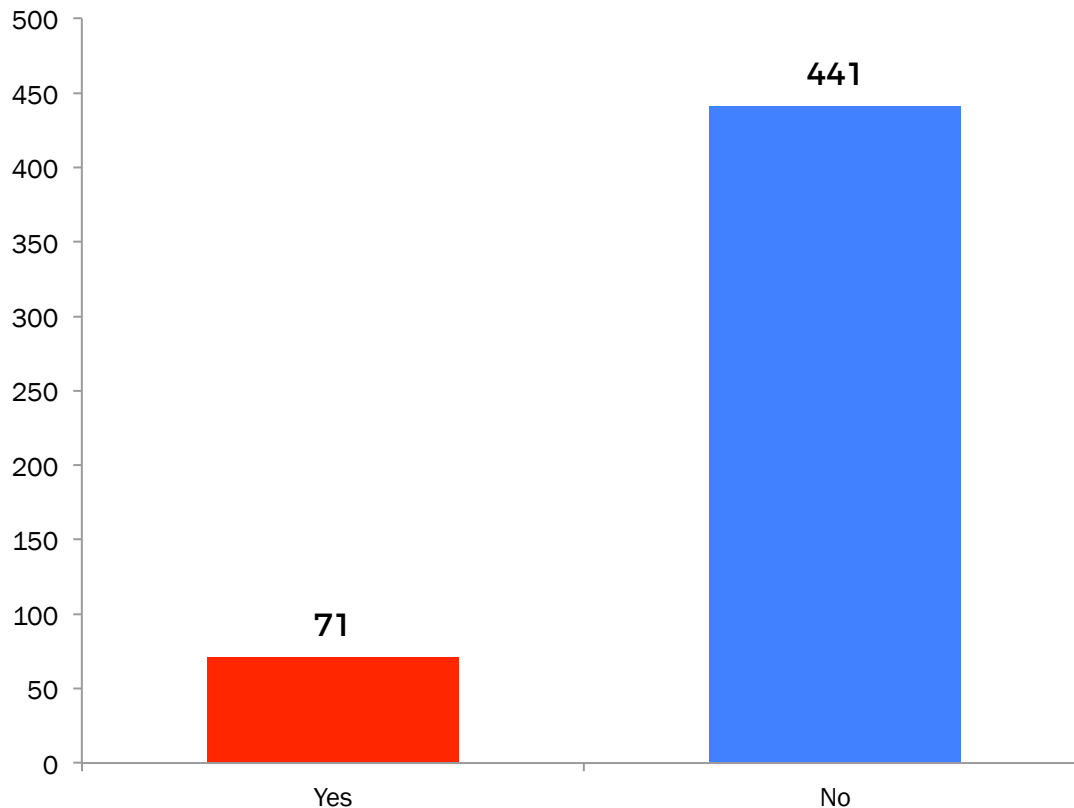
Like all data in this survey, these answers were self-reported. However, we know that many answers to this question were wrong.

This is because 151 self-reported community shareholders also reported that they were not Society members, or weren't sure.

In fact, all community shareholders are by definition Society members. Therefore we must discount the data from this answer – although the gap in understanding is something for the Society to consider.

Who responded?

Do you help the club by volunteering your time?



As with all data in this survey, these answers are self-reported.

Existing records of active volunteers are incomplete, but suggest that 71 is a high, but not unreasonable, estimate of the number of active club volunteers.

Former volunteers who are not captured by existing records may have also answered 'yes'.

THANK YOU

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