



**SGM 0912-03**

## **Action Plan**

To support the AFC Wimbledon Strategy



September 2012

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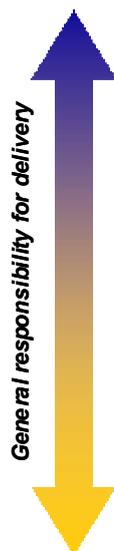
# 1. Introduction

1.1 This document sets out the Action Plan that supports the AFC Wimbledon Football Club Strategy. It has been developed by the Dons Trust Board (DTB) and currently includes only those actions that will be undertaken by the DTB itself and was first presented at the May 2012 SGM. During early 2012 the Football Club Board (FCB) started to create the Club's business plan for the 2012-13 season (against the objectives defined in the Strategy) from which the budget and the detailed FCB objectives and actions are derived. This process will be repeated each season, with the Strategy itself being reviewed every two years, or as appropriate.

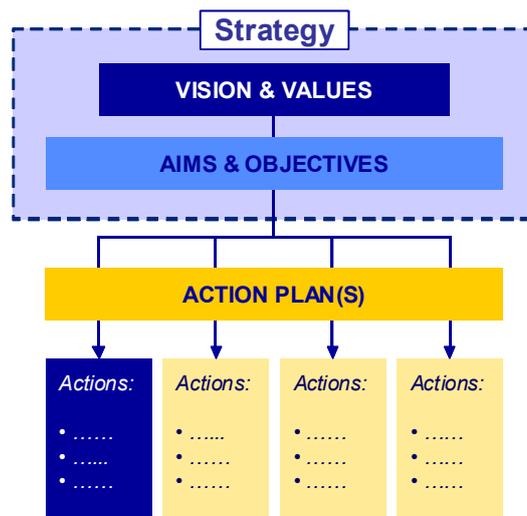
1.2 The Strategy sets out:

- Our vision for the club;
- Our values;
- New aims; and
- New objectives.

**Dons Trust Board**



**Football Club Board**



1.3 This Action Plan therefore provides detail on how our aims and objectives will be delivered – particularly those that fall within the DTB's direct remit. Actions should be clear, with roles and responsibilities defined and reporting requirements, deliverables and timescales determined. Where a month is provided as the deadline, this will be the DTB meeting in that month.

1.4 This document should be considered as 'live' as actions will be added and removed as necessary as we progress through implementing our Strategy. This is consequently the second of those Action Plans and provides an update on items considered in May 2012. We will formally issue an update of the Action Plan to Dons Trust members at each General Meeting.

## 2. Action Plan

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
<b>1. Continued Trust ownership</b>				
1.1 Increase Dons Trust membership and ensure retention of existing members.				
1.1.1 Set up a Working Group to review the Dons Trust membership experience and develop a plan to increase membership numbers and retain existing members.	DTB (Simon Bath)	Membership Plan	COMPLETE	MWG now up and running, led by Roger Rogawski with David Growns acting as DTB sponsor. Note that key membership KPIs are now reported at DTB meetings.
1.1.2 Set up a membership drive to coincide with the Club's 10 <sup>th</sup> anniversary.	DTB (Simon Bath)	N/A	Sep. 2012	Campaign planned for 4 home games, starting with Rochdale on September 15 <sup>th</sup> .
1.1.3 Target a campaign to re-engage with lapsed members.	DTB (Dave Growns)	N/A	Dec. 2012 (New Action)	Campaign to follow on from the membership drive.
1.1.4 Reinvigorate the Life Membership offering.	DTB (David Growns)	N/A	Dec. 2012 (New Action)	Campaign to follow on from the membership drive.
1.2 Rebuff any would-be investors who wish to take control of the club.				
1.2.1 Manage any approaches from would-be investors towards a benevolent investment approach.	DTB (Matthew Breach)	N/A		Ongoing
<b>2. Ensure sound financial management and governance</b>				
2.1 Review governance for both the Trust and club and put in place any changes as necessary.				

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
2.1.1 Review current governance structure of the Trust and evaluate adequacy and effectiveness in relation to best practice. Develop a policy to document new governance structure and processes if necessary.	DTB (Kate Terriere)	Draft Governance Policy	COMPLETE	The draft paper has provided a key input into the new activity that takes account of the New Stadium project (see Action 2.2.2)
<b>2.2 Ensure that the management structure of AFC Wimbledon remains appropriate as the club grows and implement any necessary changes.</b>				
2.2.1 Review effectiveness of Club organisation and management changes implemented to date.	DTB (Matthew Breach)	Full review	COMPLETE	The new FCB organisation has been operating for a full season; the DTB Chair now sits with the FCB in their formal monthly sessions.
2.2.2 Develop an organisational construct for the DT / FCB suitable for delivering the New Stadium Project.	DTB (Matthew Breach)	White Paper (A draft proposal for a new organisational structure)	Dec. 2012	New action building on the output of actions 2.1.1 and 2.2.1 taking account of the new challenges we face.
<b>2.3 Keep abreast of and comply with legal and regulatory developments.</b>				
2.3.1 Dons Trust Secretary reports to FCB / DTB when legal or regulatory changes are required and makes appropriate recommendations.	DTB (David Hall)	Reporting	Ongoing	The Secretariat is now in place and will be recommending an approach to the DTB on updating the constitution.
<b>2.4 Ensure that the financial and management reporting remains appropriate to the Trust's and club's activities.</b>				
<b>2.5 Ensure that the AFC Wimbledon Strategy is current.</b>				
2.5.1 Refresh the strategy document (including aims and objectives) and represent to members.	DTB (Matthew Breach)	Updated strategy paper and presentation to members.	May 2013	It was agreed that a two-year cycle for refreshing the strategy was appropriate.
<b>3. Actively engage and support all our communities</b>				
<b>3.1 Articulate what a community club means to us and determine how we will prioritise our activities accordingly.</b>				

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
3.1.1 Create new ToRs for a Working Group to address community issues and recruit.	DTB (Nicole Hammond)	Terms Of Reference	COMPLETE	The new Community WG is up and running.
3.1.2 Determine and agree what our 'communities' are.	DTB (Nicole Hammond)	Draft Community Definition Paper	Sep. 2012	Work in progress; an interactive session at the Sep SGM will be held.
3.1.3 Develop a Community Engagement Plan setting out how we will engage with our 'communities' and prioritise our growth accordingly.	DTB (Nicole Hammond)	Draft Community Engagement Plan	Dec. 2012	The work will be developed into a proposal to put forward to members at the AGM.
<b>3.2 Establish relationships with others in the supporters' trust movement and the wider football community so as to learn from their work.</b>				
3.2.1 Ensure DTB remains a member of Supporters Direct and that we maintain a proactive relationship.	DTB (David Hall)	N/A		Ongoing
3.2.2 Create positive relationships with other Trusts and, in particular, Trust owned clubs.	DTB (Matthew Breach)	N/A		Ongoing
<b>3.3 Continue to support and encourage the Ladies' team and the development of a Girls' section that will provide players for the senior team.</b>				
<b>3.4 Improve engagement and communication with volunteers to ensure they feel valued.</b>				
3.4.1 Develop plan to ensure we know our volunteers and how best to communicate with them.	DTB (Zoe Linkson)	Draft Volunteer Management Plan	COMPLETE	Draft presented and approved by DTB.
3.4.3 Develop a plan to improve how we operate Working Groups under the DT "banner".	DTB (Dave Grows)	Draft Working Group Policy	COMPLETE	White paper presented and approved by DTB
3.4.4 Review effectiveness of current Working Groups under the DT "banner".	DTB (Dave Grows)	White Paper	Dec. 2012	Building on the model identified in 3.4.3.
<b>3.5 Implement processes to ensure we make best use of volunteers and maximise the opportunities available to the club through our fan base.</b>				
3.5.1 Identify opportunities for volunteers and different 'entry points' to the club for people to get involved.	DTB (Zoe Linkson)	Volunteer Management Plan and Database	Dec 2012	Building on draft plan, create an appropriate structure to manage our volunteers in conjunction with David Charles (Operations Director) and current team leaders.

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
3.5.2 Ensure all new roles within the club are advertised to our fan base.	DTB (Zoe Linkson)	OS notices, etc.		Ongoing
<b>4. Maintain a successful first team</b>				
4.1 Ensure that the player and coaching infrastructure develops so as to remain appropriate to our status and ambitions.				
4.2 Ensure a high level of integration through the football parts of the club (from Academy to first team squad).				
4.3 Regularly review the success of the development squad in bringing players through to the first team squad.				
4.4 Ensure successful delivery of the Youth Development Programme (YDP) and complete the transition of all parts of YDP to Academy status.				
4.5 Expand and develop training facilities to support first team, development squad, and YDP.				
<b>5. Generate strong profits from our activities</b>				
5.1 Achieve or surpass the annual budget and business plan.				
5.2 Complete the CRM project.				
5.2.1 Support CRM project.	DTB (David Growns)	N/A	FCB to define	Working in support of FCB
5.3 Explore new ways to promote the club.				
5.4 Explore options for improving income from events at Kingsmeadow.				
<b>6. Obtain a new stadium in or as near as possible to Wimbledon</b>				
6.1 Ensure sufficient priority is given to the project to obtain a new stadium, in the light of members' opinions as evidenced in the recent survey.				
6.1.1 Support Chief Executive's work to obtain a new stadium and regularly report on progress to members (subject to commercial confidentiality).	DTB (Tom Adam)	N/A	Ongoing	Through Stadium WG
6.2 Continued close working and relationship building with Merton Council to support our aim to obtain a new stadium in the Borough.				
6.2.2 Support work with Merton Council project team (planning and regeneration) to support our aim to obtain a new stadium.	DTB (Tom Adam)	N/A	Ongoing	Through Stadium WG

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
6.3	Maintain relationship with The Royal Borough of Kingston upon Thames (RBK) to support our position at Kingsmeadow and any future development requirements.			
6.3.1	DTB (Tom Adam)	N/A	Ongoing	Through Stadium WG
<b>7. Improve communication</b>				
7.1	Improve communication with our supporters and wider communities.			
7.1.1	DTB (David Reeves)	Draft White Paper	Dec. 2012	This needs to take account of the new OS, the CRM project, etc.
7.1.2	DTB (David Reeves)	Draft White Paper	Dec 2012	Some consultation is defined within the DT constitution (e.g. Restricted Actions); this paper will look at what else should be covered and how.
7.2	Implement the new web site.			
<b>8. Increase fundraising</b>				
8.1	Find new ways of fundraising at all levels to supplement existing successful activities.			
8.1.2	DTB (Iain McNay)	Application packs	COMPLETE	Several options identified and some launched – e.g. the Blue and Yellow Club.
8.1.3	DTB (Iain McNay)	Application packs	Oct. 2012	Scheme launched via OS and programme.
8.2	Explore a package of options for attracting major financial support without compromising on ownership.			
8.2.1	DTB (Iain McNay)	Application packs	Dec. 2012	This is targeted at wealthy patrons who wish to be associated with the Club.
8.3	Identify targeted fundraising opportunities such as Kingsmeadow stadium improvement requirements.			

## Appendix A: Board Members' Reports

This appendix includes brief reports from each Board Member covering their actions and any other points related to their DTB work since the May SGM.

### Matthew Breach (Chair)

The key objectives for my role as Chair of the DTB are to provide leadership to the DTB (the Strategic Board) and to act as the DT's voice on the FCB (the Football Club Board – i.e. the Board that runs the Club on a day-to-day basis). The regular work that I undertake entails organising and running DT meetings (monthly DTB and SGM/AGMs), attending formal FCB meetings and frequent liaison with Erik and the other FCB directors to ensure that the Club's activities align with the DT's strategy.

Since the last SGM I've worked on two major activities over and above the "day job"; supporting Erik and the team on the New Stadium Project and developing a new approach to fulfilling the Secretary role for the DT – the Secretariat. Looking forward to the next few months the main task for me will be to help develop a suitable organisational construct for the Club and Trust to enable us to meet the challenge of maintaining success on the pitch whilst delivering and then running a New Stadium. The potential scale of the development project is staggering and there will be many hurdles to cross to achieve our goals.

### David Growns (Vice Chair)

Work supporting Matt in the Chair is ongoing and recently included assisting in setting up the Secretariat. As part of this, I look forward to working with David Reeves in his new role helping with communications. Now that the new OS is up and running a couple of new communications tasks are needed - firstly to implement a new Dons Trust section not only reflecting the same style as the club side but also acting as a basis for future developments, and secondly to conduct a brief review of the communications strategy implementation by the FCB to ensure we are on track.

I have also taken up sponsorship of the Membership Working Group to drive this forward. You may have seen the recent OS article where we summarised the results of the 900+ responses to our survey. The focus here is on increasing renewals, recruiting new members and identifying lapsed members.

### Sean McLaughlin (Treasurer)

The primary objective for my role as the Treasurer of the Dons Trust is to ensure that the financial affairs of the Trust are maintained in good order, in particular making sure that all income is accounted for and that suppliers and Dons Draw prize winners are paid on time. Since the DT AGM my primary focus has been on starting to prepare the year-end financial statements to 30th June 2012. In addition during the period the Dons Trust have had the responsibility for reviewing and approving the Football Club budget for 2012/13, and I have ensured that this was given its due consideration.

### Tom Adam

The stadium working group continues to progress improvements at our Cherry Red Records Stadium such as overseeing completion of the KRE stand and that of the back bar canopy, advancing East Stand plans and addressing further FA stadium requirements such as floodlights and dressing room upgrades together with progressing a further 10 improvement actions. Members of the group continue to maintain good working relations with Royal Borough of Kingston upon Thames. The group is pleased to note the success of the two work weekends aimed at keeping the fabric of the stadium up to standard and they thank all those who contributed.

The group through me contributed to the response to the London Borough Merton call for submissions entitled "Representations by AFC Wimbledon to the Sites & Policies Development Plans Document in respect of Wimbledon Greyhound Stadium". We await the outcome to this exercise and participating in the formulation of the detailed Business Plan mentioned in the submission. Furthermore, I am also pleased to report the continued cross party support within the London Borough Merton in support of the Borough's policy for the club to return home

### Simon Bath

My action plan task over the last year was responsible for starting a working group to review the Dons trust membership experience. This objective was completed, since then the group dynamic has changed and they now have a 'sponsor' on the DTB which is David Growns.

### Nicole Hammond

I have continued to chair the Survey Working Group, which is now running as the Communities Working Group, and which has met three times over the summer. The group has been grappling with the question of what our communities are, and what efforts we should be putting into each. Discussions have included the setting up of a charitable trust to run our community football scheme, and whether this should also handle the community work we do which is not directly football-related. The group aims to put a set of questions to members at the SGM, to get some direction on the current thinking, and then to formulate a motion for the AGM. Members are always welcome at working group meetings – contact me at nicole.hammond@thedonstrust.org for an update or to be included in the group.

### Zoe Linkson

During the last year I took on responsibility for developing and improving engagement and communication with volunteers to ensure they feel valued. I have developed a Draft Volunteer Plan which was presented to the Dons Trust Board and am now identifying opportunities for volunteers and different 'entry points' to the club for people to get involved through a Volunteer Management Plan and Database. Building on draft plan, I am looking to create an appropriate structure to manage our volunteers in conjunction with David Charles (Operations Director) and current team leaders. I am also seeking to ensure all new roles within the club are advertised to our fan base.

### Iain McNay

Following on from my initial presentation which appeared in the programme and the OS, both of which prompted a decent response with around 25 emails back with feedback and suggestions, this is where I have got to practically:

- The Financial Ideas Group had its first meeting, a dinner which 9 people attended. It was an encouraging start and we plan to meet again later in the year.
- The 12th Man club and Wimbledon Angels ideas were combined and the 'Blue and Yellow club' was formed with the brief to raise money for the playing budget. Recently launched with membership costing £1,000 per season it has about 15 members so far. Expect this to develop into a vibrant organisation which will help the club in different ways. If you can afford it and want to join, let me know!
- The Legacies idea is moving forward and will be launched in the Rochdale programme. I am still keen to recruit more Vice-Presidents and develop the idea of 'associate directorships'. The later is still being discussed by the FCB.

### Kate Terriere

I drafted the Governance Paper which sets out the key principles for good governance across the whole of the football club. I thought it was important to try and document the decision making process for different matters at the club. It should also distinguish between the roles of the Football Club Board and the Dons Trust Board and also on which issues members should be consulted on and/or vote on.

Given recent developments, this paper will be subsumed into the new thinking around the organisational structure as the new stadium project progresses.