



Action Plan

To support the AFC Wimbledon Strategy



May 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. During early 2012 the Football Club Board (FCB) will be creating 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 will be derived. This process will be repeated each season, with the Strategy itself being reviewed every two years, or as appropriate.

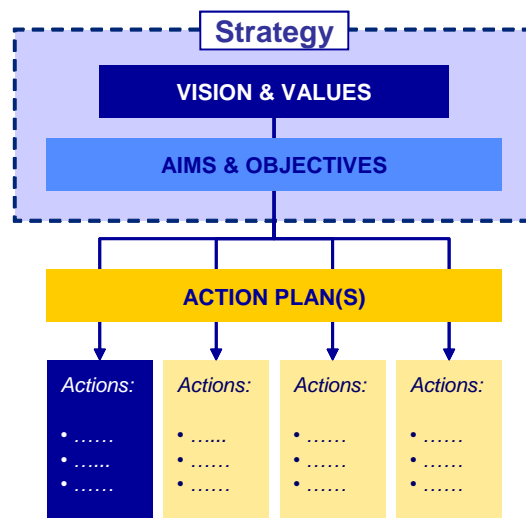
1.2 The Strategy sets out:

- 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. A full schedule of meetings can be found in the appendices.

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. 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
1. Continued Trust ownership				
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.	DTB (Simon Bath)	Membership Plan	May 2012	Original deadline Feb 2012. Initial WG meeting held and draft plan presented at March DTB meeting. Another iteration required.
1.1.2 Set up a membership drive to coincide with the Club's 10 th anniversary.	DTB (Simon Bath)	N/A	June 2012	New action as of April 2012.
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	Will be in-conjunction with the FCB. Also see Objective 8.2 and Action 8.2.1 below
2. Ensure sound financial management and governance				
2.1 Review governance for both the Trust and club and put in place any changes as necessary.				
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	June 2012	Original deadline Feb 2012. Work on-going, with draft paper issued in April 2012.
2.2 Ensure that the management structure of AFC Wimbledon remains appropriate as the club grows and implement any necessary changes.				
2.2.1 Review effectiveness of Club organisation and management changes implemented to date.	DTB (Matthew Breach)	Interim review Full review	COMPLETE May 2012	Interim review completed with report to March DTB meeting. Full review will complete on review of FCB business plan for 2012-13 season.

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
2.3 Keep abreast of and comply with legal and regulatory developments.				
2.3.1 Dons Trust Secretary reports to FCB / DTB when legal or regulatory changes are required and makes appropriate recommendations.	DTB (Warren Harvey)	Reporting	Ongoing	New model constitution now available; need to agree if a full review is required.
2.4 Ensure that the financial and management reporting remains appropriate to the Trust's and club's activities.				
2.4.1 Confirm the DTB's financial and management reporting requirements.	DTB (Sean McLaughlin)	Reporting guidelines	COMPLETE	Complete; first accounts in new format presented at February DTB.
3. Actively engage and support all our communities				
3.1 Articulate what a community club means to us and determine how we will prioritise our activities accordingly.				
3.1.1 Create new ToRs for a Working Group to address community issues and recruit.	DTB (Nicole Hammond)	Terms Of Reference	June 2012	Original deadline Jan 2012. Recruitment for new WG started but limited response. Further advertising and targeted approaches necessary.
3.1.2 Determine and agree what our 'communities' are.	DTB (Nicole Hammond)	Draft Community Definition Paper	July 2012	Original deadline Feb 2012
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	Sep. 2012	Original deadline Apr 2012
3.2 Establish relationships with others in the supporters' trust movement and the wider football community so as to learn from their work.				
3.2.1 Ensure DTB remains a member of Supporters Direct and that we maintain a proactive relationship.	DTB (Warren Harvey)	N/A	Ongoing	Membership renewed; DTB presence at AGM confirmed.
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.				
3.3.1 Establish and maintain good links with the Ladies' and Girls' section to keep up to date with results, performance and general progress.	DTB (Matthew Breach)	Quarterly reporting	COMPLETE	Representatives of the ladies and girls section are now invited to the DTB quarterly.

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
3.4 Improve engagement and communication with volunteers to ensure they feel valued.				
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	June 2012	Original deadline Apr 2012. Initial thoughts presented at March DTB meeting.
3.4.2 Develop a plan to improve communication with volunteers (perhaps part of wider Communications Strategy).	DTB (Dave Growsns)	Communications Strategy	COMPLETE	Included within output of 7.1.1 below.
3.4.3 Develop a plan to improve how we operate Working Groups under the DT "banner".	DTB (Dave Growsns)	Draft Working Group Policy	July 2012	New action raised in April.
3.5 Implement processes to ensure we make best use of volunteers and maximise the opportunities available to the club through our fan base.				
3.5.1 Identify opportunities for volunteers and different 'entry points' to the club for people to get involved.	DTB (Zoe Linkson)	Draft Volunteer Management Plan	June 2012	As 3.5.1 above.
3.5.2 Ensure all new roles within the club are advertised to our fan base.	DTB (Zoe Linkson)	OS notices, etc.	Ongoing	Liaison required with FCB on Club roles.
4. Maintain a successful first team				
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.				
5. Generate strong profits from our activities				
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 Growsns)	N/A	FCB to define	Working in support of FCB

Action	Responsibility	Deliverable / Reporting	Deadline	Comments	
5.3	Explore new ways to promote the club.				
5.4	Explore options for improving income from events at Kingsmeadow.				
6. Obtain a new stadium in or as near as possible to Wimbledon					
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
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	Hold regular meetings with RBK (at Chief Executive and senior member level) to maintain relationship.	DTB (Tom Adam)	N/A	Ongoing	Through Stadium WG
7. Improve communication					
7.1	Improve communication with our supporters and wider communities.				
7.1.1	Develop a Communications Strategy that sets out how we will improve communication with our supporters and wider communities.	DTB (David Grows)	Communications Strategy	COMPLETE	Delivered to February DTB Meeting. To be published to members ASAP.
7.2	Implement the new web site.				
8. Increase fundraising					
8.1	Find new ways of fundraising at all levels to supplement existing successful activities.				
8.1.1	Develop options for fundraising activities at all levels.	DTB (Iain McNay)	Paper outlining potential options	COMPLETE	Paper presented to April DTB Meeting.

Action	Responsibility	Deliverable / Reporting	Deadline	Comments
8.1.2 Develop specific investment options for “wealthy” fans.	DTB (Iain McNay)	Application packs	August 2012	Will be in conjunction with FCB, based on output from 8.1.1.
8.2 Explore a package of options for attracting major financial support without compromising on ownership.				
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 AGM. All of the specific papers mentioned in the table above or the reports below should be published onto the OS during May or June.

Matthew Breach (Chair)

Apart from providing leadership to the DTB and completing much of the regular paperwork and organisational tasks, my main focus has been on identifying how we can improve how the Club works as a whole and in particular how the DTB interacts with the FCB. The move to a more professional structure for the FCB by increasing the supporting staff and freeing up time by compensating Directors has been very positive. The FCB now meets on a much more regular basis and I attend the monthly FCB meetings to fulfil the DTB's role as "non-executive Chair" of the Club. Obvious signs of improvement come from more regular and detailed reporting (particularly on the finance side), the promising results obtained by most of the sides in our new Centre of Excellence and the exceptional merchandising results. At a higher level, the split between the operational responsibilities of the FCB and the strategic/governance responsibilities of the DTB are becoming fairly clear. The maturing relationship between the two Boards has been highlighted by much better information exchange and the early involvement of the DTB when any potential issues arise.

David Growns (Vice Chair)

Part of my role has been to support Matt Breach with the organisation of the DTB, including setting the agenda, general admin and standing in at one FCB meeting. I have also delivered the Communications Strategy to the DTB and I'm intending to get this published to members shortly. You will be aware that the strategy is being implemented by the FCB starting with the first two recommendations: we now have a communications executive and we are migrating to a new website during the summer. As part of that migration, I will be managing the reorganisation and migration of the DT pages. During this year I will continue to monitor the implementation of the Comms strategy - including elements around volunteering. I will also be taking a much closer interest in the Membership Working Group, driving through a proposal to improve Working Groups generally and representing the DTB in the CRM project.

Sean McLaughlin (Treasurer)

My principal role for the Dons Trust Board is to act as Treasurer and therefore to ensure that the accounts of the Trust are maintained in good order, all suppliers and Dons Trust winners paid on time, and that the activities of the Trust are properly accounted for. In addition to this responsibility I seek to play a full part in all Board discussions. With regards to the specific action plan assigned to myself, namely "to Confirm the DTB's financial and management reporting requirements from the football club", I am pleased to report that following the recruitment of additional administrative resources at the football club, of which I was a staunch supporter, the management accounts prepared by the football club have been significantly enhanced, and now provide the Dons Trust Board with enhanced management information, which the Dons Trust Board have confirmed is highly satisfactory and meets the needs of the Trust. In this respect I would like to thank Alyson at the football club for all her efforts in this regard..

Tom Adam

SWG members continue to progress the in-depth feasibility study on establishing a stadium in Merton in the longer term, taking account of:

- -the need to have sufficient enabling development to offset stadium building costs,
- -possible alternative stadium locations in Merton and
- -the considerable support from LBM Officers and councillors.

One site is emerging that potentially offers a self-funded stadium build solution. An experienced consultancy team in this field is undertaking this work with an SWG member embedded within the team. To advance this stadium work down to the stadium design level, an initiative has commenced to

determine in-depth stadium requirements to meet the Club's future needs. We are using a specialist to assist us and are still in the early stages of this process.

SWG Members continue to initiate upgrades to our stadium at Kingsmeadow to meet, in the short to medium term, Football League requirements, to improve the supporters' matchday experience and to achieve maximum use of space available. Kingsmeadow upgrade work has led to the new KRE Stand which is the course of construction, the generation of alternative solutions for the East Stand, progressing the use of a sheltered canopy outside the back bar (where we await council feedback on our proposals) and other possible improvements as well. The East Stand terrace poses a particular problem since terraces generally do not attract grant funding and any solution other than the existing RBK approved scheme will require planning permission. Nonetheless, we are aiming to take the total stadium capacity to 6000 although safety guidance may restrict this number – we are currently researching the maximum we can safely accommodate while complying with that guidance. Taking account of these issues various solutions are under consideration.

Simon Bath

No report available.

Nicole Hammond

My plan for kicking off the Community Working Group in earnest is:

- What: To define what communities are relevant to AFC Wimbledon / The Dons Trust, to define how we engage with them, and what resources we should devote to each community.
- Who: A working group reporting to the Dons Trust board, consisting of interested members of the Survey Working Group, and any other interested parties, with input sought from Supporters Direct and other clubs and Trusts.
- How: Initial brainstorming, followed by "general ideas" put for discussion to the members, with the final output being a set of recommendations that the Dons Trust board can put to the members to vote on.
- When: Members' discussion: September SGM; Members' vote: December AGM.
- Reviews: This should become part of the strategy and be updated on the same 2 year cycle.

Zoe Linkson

Since joining the board I have been examining our volunteer arrangements and whether there are any changes that can be made to improve the experience for both the volunteers themselves and the club. I have spent time looking at what our responsibilities are as an organisation to the volunteers and if we comply. I have also been looking at Investing In Volunteers (who run the UK quality standard award for organisations that involve volunteers) to see where we meet their benchmarks for good practice.

I have taken some time with David Charles looking at how the volunteers who have operational roles (primarily on a match day) meet his/the club's needs. We also looked at how the club maintains information about who our volunteers are and volunteer recruitment. My initial paper has been presented to both the DTB and FCB and the next stage will be an in depth look at the good practice guidelines of the iiV award and which of these are sensible to implement and achievable for a "small business" such as ours.

Iain McNay

If we are going to consolidate ourselves in the Football League and indeed move forward to League 1 we need to raise substantially more money for the playing budget. This is in addition to the funds we need to find to improve our current stadium up to Football League standards and help pay the costs of keeping our proposed move back to Merton fully alive. Our commercial department does do a very good job but we have to do something more if we are serious about being a long term Football League club. In consequence I wrote a nine point ideas plan which was presented to the April DTB meeting. It

met with a positive response; 3 points are being followed though by the DT and the remaining 6 are with the FCB for discussion, evaluation and then hopefully implementation, at least for some of them. I presented an outline of these on the DTB page of the Torquay programme and have had some helpful feedback.

Kate Terriere

I have been working on the governance paper and circulated a draft to the DT Board a few weeks back. It is based upon research I've carried out looking at documents such as 'Good Governance: a Code for the Voluntary and Community Sector' and 'Voluntary Code of Good Governance for the Sport and Recreation Sector', as well as speaking to Supporters Direct and colleagues who hold board positions. The governance paper looks at the principles of good governance, which I believe should be applied to both the DTB and FCB. Under the general principles there are some specifics in relation to the club; these include matters such as what issues the DTB and/or members should be involved in, the role of Board members and conflicts of interest if they have more than one role at the club, and the decision making process throughout the club. I have identified a mixture of actions and principles so these will need to be separated and the actions added to the Action Plan as appropriate. The next step is to get feedback from the DTB and FCB as well as discuss / debate some specifics with members.