

AFC Bournemouth Supporters Trust

Business Plan
Aims and Objectives

2007-2008



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1 Introduction

Welcome to the AFC Bournemouth Supporters Trust (AFCBST) Business Plan for 2007/2008. Its purpose is to provide the officers of the Trust, our members, and the wider community with a statement of who we are and our intentions for the year ahead.

The year ahead will be challenging. The current management board of AFCBST have the commitment, knowledge, skills and enthusiasm, and can meet these challenges with the memberships active support. We call for all supporters and stakeholders to work together to make this a year of real achievement.

Rob Trent, Derek Timoney, Ernie Battey, David Musker, Derek Borthwick, Paul Frank, Debbie Harris, Steve Harris, Stu Read, Brian Troake
AFCBST Board

2 AFCBST Vision and Values

2.1 Vision

“To work together in safeguarding a professional football club in Bournemouth, and to give supporters, through the Supporters Trust, a greater say in how the club is run. We will strive to support the club to achieve its maximum potential, whilst ensuring that it operates within its means, and will use every opportunity to ensure that AFC Bournemouth is regarded positively by all sections of the community”

2.2 Values

- Integrity - To operate in an open way and to foster trust with our all stakeholders.
- Accountability - To listen to, and act on the wishes of our membership and to meet all the legal requirements of an organisation.
- Effectiveness - To achieve measurable progress towards our stated objectives.
- Vision - To respond in an imaginative, business like way to our operating environment.
- Democratic - To commit fully to the spirit as well as the process of operating in a democratic manner, and to have in place by the time of the next round of board elections a full and clear set of rules for the conduct of the elections together with a set of standards for the conduct of officers both during and after any process.

3 Key Objectives

1. To create a financially self sustaining AFCBST within twelve months
2. To increase AFCBST involvement in the activities of the football club for the betterment of the club and the benefit of supporters as a whole
3. To increase AFCBST ownership in the club through the purchase of AFCB Preferred Shares if funds permit
4. To have developed wider links with the community and to have sought the views of, or co-opted a director of local stakeholders
5. Develop a more effective AFCBST to ensure that AFCBST business is conducted in a business like and effective manner
6. To abide, wherever practicable, with the standards of corporate governance for small companies and supporters trusts

4 How will these objectives be achieved?

4.1 *Financial sustainability*

- Explore new ideas for generating Revenue – all officers of the board produce at least one financially viable option each per calendar year to increase revenue for the Trust.
- Increase overall membership by 5% each year - SH
- To implement a new “preferred member” scheme to allow further benefits and opportunities to be made available to members - SH

4.2 *Increased involvement in AFCB activities*

- Support Matchday Programme and Lottery activities – To take over the running and strategic direction of the Matchday programme and lottery schemes for the benefit of the club - DT
- Support Junior Cherries – To continue to operate the junior cherries programme and to develop this in line with the aims of the club - DH
- Leadership for key projects – To remain as the key leadership team for the club on key projects - DB

4.3 *Ownership*

- Increase share ownership to the minimum requirement for AFCB Board membership. – To increase the share membership to 100,000 to enable a further seat to be taken on the AFCB main board within five years.

4.4 *Community Involvement*

- Develop links with local trade and community groups to ensure the views of AFCB Supporters are heard throughout the wider community - RT
- Develop an effective working relationship with the local media. - to become the first point of contact for local media when supporters views are needed and to be proactive with placing of stories to ensure good press relations - DT
- Develop relationship with local authority. –To restore the relationship with local elected representatives, community groups and council officers - DB

4.5 *A more effective AFCBST*

- Develop clear procedures for all AFCBST processes – RT
- Develop clear and transparent procedures for the election of officers of AFCBST by the time of the next election - DM
- Develop a set of standards for officers of the trust by the next intake of board members – DM
- Develop standards of corporate governance for the trust within twelve months - DM
- To adhere to both the letter and the spirit of the AFCBST published procedures in all matters - All
- To publish within ten days the minutes of all meetings of officers suitably censored to eliminate matters of commercial confidentiality - RT
- Develop better communications with members. – To communicate via e-mail, website and any other methods deemed appropriate to all members in a

timely and clear manner and to make available an archive of such communications for general access - RT

- To ensure that member queries are dealt with in a timely manner, the maximum time from first contact to resolution or referral being ten working days - All

5 Detailed Objectives

5.1 *Financial sustainability*

- This year the Board will seek to explore new ways of generating revenue to support its day-to-day activities. Such activities include a regular newsletter, hosting quarterly public forums and paying for our website. Sponsorship of the newsletter, a 'trade page' on our website, and quiz nights are just some options being considered. The board intend to make AFCBST self sustaining by the end of this financial year
- The board intend to have in place a series of revenue raising methods to allow it to expand it's activities and communications for members by the start of the next financial year
- As a result of past events, AFCBST has a membership of around 2,000. Those members pay no annual subscription and are effectively 'members for life'. In order to help AFCBST achieve our aim of being a vibrant and lively organisation, we need to revitalise and encourage an enthusiastic membership. Although the setting of a membership fee has been agreed, the AFCBST Board will look to develop other revenue streams which will negate the need for a fee. This coming year it is important that we recruit new members. Our target is for 200 to 300, which we feel would be a healthy minimum. The current ordinary membership of AFCBST is approximately 2000. The board intend to set a target of increasing the net membership by 5% for each of the next five years. This will be in addition to replacement members to account for lapses and resignations.
- We will promote membership and aim to get membership forms in more locations for distribution. The board intend to make membership of the Supporters trust easier and to this end will make membership forms available online, by email or post on request and to distribute these whenever funds allow through the matchday programme and other designated channels.

5.2 *Increased involvement in AFCB activities*

- The new owners in control of AFC Bournemouth have demonstrated a clear commitment to working with AFCBST. The two AFCBST appointed Directors are, for the first time, treated as equals on the Football Club Board. In turn, the commitment of AFCBST to support the club has strengthened considerably. AFCBST are committed to ensuring that this involvement is continued and as a result of our activities strengthened.
- AFCBST have indicated an intention to take on a number of matchday activities, including the selling of the programme and also the 50/50 Lottery draw. Spearheaded by Derek Timoney AFCBST will work to improve the existing processes whilst allowing the football club to focus on other activities. This activity, if accepted will be conducted in an open and as far as commercially possible transparent manner.
- Junior Cherries, under the auspices of Debbie Harris, has seen an amazing turn around in its fortunes. This coming year will see Debbie taking plans to grow our future supporters even further. Full details of which will be published separately

5.3 Ownership

- AFCBST recognise that whilst their primary aim is to represent the supporters of AFCB this is generally best expressed in working with the owners of the club for the betterment of the company as a whole. Whilst maintaining our independence, AFCBST want to work with the owners/majority shareholders of AFCB, whoever they are or may be in the future, to ensure the best interests of our football club are being observed. Unfortunately, AFCBST is not in a position to own the club outright. Although this remains one of the core aims of Supporters' Trusts up and down the country, AFCBST's intention is to gain a shareholding in ownership of AFCB. We will achieve this by working with the owners in an open, supportive and challenging way.

5.4 Community Involvement

- In order to develop better relationships with local trades and organisations, AFCBST intends to offer a 'Trades' page on its web site. For a small fee, a local business can advertise directly to supporters of AFC Bournemouth. In return we will provide those traders with information about the effectiveness of our site. We will then have a clear incentive for improving our communication channels.
- Develop an effective working relationship with the local media.
- AFCBST will seek to build a network of influencers within the local authority.

5.5 A more effective AFCBST

- AFCBST will engage regularly and enthusiastically with Supporters Direct to learn best practise and to keep abreast of developments in the field of Supporters Trusts, and wherever appropriate to advance the concept and aims of supporters trusts nationwide. Where appropriate we will undertake to make available to Supporters Direct the results of our experiences with AFCB for the use of supporters' trusts generally.
- Each management board member will be required to provide a monthly update of their activities available to the members on the website or through e-mail subscription to ensure openness and accountability to our membership.
- Regular updates of our work as a whole will be posted on the website and membership comments invited
- Quarterly newsletters containing updates of our work and activities will be sent to members.
- We will distribute factsheets/leaflets during at least 2 home games in the first half of the season forthcoming months to help raise awareness of our work and to help promote membership drives.
- We will also aim to have a meeting with the local council to re-establish our links with them, and to share any information relating to issues that might be of benefit to both parties. Through the 'Fans Council' we will also continue to

liaise and work with other AFCB supporters' groups. We intend also to send regular updates of our work to the nominated council representatives to highlight the achievements of AFCBST and where appropriate other bodies within the wider AFCB community