



# **Dorchester Town Supporters Trust**

*One Club ~ One Love ~ One Voice*

**Dorchester Town Football Club  
Supporters Society Limited.**

# **Business Plan 2009/2010**

## CONTENTS

	<b>Section</b>		<b>Page</b>
1.	<a href="#"><u>Introduction to the Trust</u></a>	...	3
2.	<a href="#"><u>Executive Summary</u></a>	...	3
3.	<a href="#"><u>Aims of the Trust</u></a>	...	4
4.	<a href="#"><u>Internal Communication and Governance</u></a>	...	6
5.	<a href="#"><u>Timescale</u></a>	...	7
6.	<a href="#"><u>Finance</u></a>	...	8
7.	<a href="#"><u>Membership</u></a>	...	9
8.	<a href="#"><u>Fundraising and Events</u></a>	...	11
9.	<a href="#"><u>Relationship with the Club</u></a>	...	11
10.	<a href="#"><u>Community</u></a>	...	12
11.	<a href="#"><u>Strategy for External Communications</u></a>	...	13

## 1. INTRODUCTION TO THE TRUST

- 1.1 Dorchester Town Supporter's Trust (hereafter referred to as 'the Trust') was created to further the course of the Dorchester Town Football Club (hereafter referred to as 'the Club'), to strengthen the links between the Club and the wider community of Dorchester and the surrounding area, and to represent the views of the supporters for the continued benefit of the Club.
- 1.2 The Trust is a democratic, non-profit organisation.
- 1.3 The Trust is an Industrial & Provident Society (IPS) fully regulated by the Industrial and Provident Societies Act and accountable for all its financial dealings and transactions. An IPS belongs to its membership. Every member owns 1 share, worth £1, in the Trust. Those shares cannot be traded or transferred. The share entitles the member to a vote; one member - one vote.
- 1.4 Everything that the Trust does is guided and controlled by its [Constitution](#). The constitution guarantees that:
- The Trust must operate for the benefit of the community that it serves.
  - The Trust's members and officers will not profit from the Trust.
- 1.5 The profits or surpluses of the Trust can only be used to maintain prudent reserves and on expenditure to achieve the Trust's objectives.
- 1.6 The Trust is supported by [Supporters Direct](#), an organisation set up by the Government, to help fans become involved in the Clubs they support.

[Return to Contents](#)

## 2. EXECUTIVE SUMMARY

- 2.1 Dorchester Town Supporter's Trust is an independent organisation that has been set up with a number of aims. These aims centre on ensuring the long term security of the Club and developing links between the Club and other sport in the community, including youth football. The aims are designed to further the success of the Club, while ensuring the Club is developed as a key element of the Dorchester community.
- 2.2 To achieve these aims, support of the local community by way of Trust membership is essential. The Trust is entirely independent of the Club, and requires funding to 'buy in to' the Club through eventual share purchases. It also requires funding to promote the activities of the Club, with the mutual benefits that that will bring (in terms of match attendance and Trust membership).
- 2.3 The Director's of the Trust Board have a number of roles in ensuring that the achievement of the aims is progressed. This Business Plan sets out the strategy for the first two periods of operation (December 2008 to June 2010), and key targets for the following two years where appropriate. The key targets to be achieved by 30<sup>th</sup> June 2010 and 30<sup>th</sup> June 2012 are shown below.

	Target at 30 <sup>th</sup> June	Target at 30 <sup>th</sup> June
--	------------------------------------	------------------------------------

	2010	2012
Number of Members (Junior, Adult and Concessions)	210	360
Number of Corporate Members	15	35
Annual Surplus (for re-investment in share purchases / promoting football in the community etc)	£3,165	£5,425
Shares Owned (purchased from above funds)	1%	5%
Proxy Shares Available to the Trust	7%	15%

- 2.4 Each of the key areas of business required to achieve the targets are detailed in this Plan. These include fundraising, Communications, Finance and relationship with the Club. Each area carries equal importance, and only by success in all areas will the Trust be able to achieve its aims.

## [Return to Contents](#)

### 3. AIMS OF THE TRUST

#### 3.1 Short term Aims

- 3.1.1 *'To engage in regular dialogue with The Club's officials on all of the issues that affects its fans, and thereby improves the relationship between the Club and its supporters.'*

The supporter's of the Club are clearly vital to the Club's success. This aim is therefore intended to ensure that the supporter's voice is heard by the Club, and that the supporter's better understand the aims of the Club. There are significant advantages to be gained if both sides understand each other's needs, and work together for the benefit of the Club and the whole community. The Trust is already in dialogue with officials of the Club.

*How will this be achieved?*

- By maximising membership of the trust. This will ensure the trust represents as many and as broad a spectrum of supporters as possible.
- By holding regular meetings with the Club, the result of which will be fed back to members of the Supporter's Trust by way of a newsletter.
- By ensuring the Trust remains independent of the Club, and uses its voice only in a way which is beneficial to its supporters and the local community.

- 3.1.2 *'To work alongside the Club's officials in an effort to find ways to further develop the links between the Club and the community as a whole – an initiative that will hopefully help to improve the Club's image and increase its support throughout the region.'*

The Club is an important part of the town, and a significant number of people in the area are affected by the Club either directly or indirectly. There over 400 regular attendees at Jewson Stadium and many local business's sponsor the Club. In addition, over 500 children and youths are involved in Dorchester Town Youth FC. When their parents, family and friends are added, a significant proportion of the local population is in some way connected to the Club. The Trust wants to ensure that the Club properly involves and supports youth football in the town, and that the Club is promoted and supported throughout the community as a whole. This will clearly have benefits for the Club, and will help ensure the Club maintains a firm place in the local community.

*How will this be achieved?*

- By using Trust funds to support football in the community. This may be by sponsorship of youth teams, provision of a Mascot outfit for use in the town centre on match days, and so on.
- By using the regular meetings with the Club to ensure youth football is properly supported and has clear and structured links to the Club. Proposals may include occasional involvement of first team players in youth football coaching, occasional use of the Jewson Stadium for youth matches etc.
- Working with the Dorchester Town Supporter's Club to achieve maximum benefit for the supporters.
- Carrying out fundraising activities within the communities, including attendance at community events such as the local carnival.

## 3.2 Long term Aims

- 3.2.1 *'To strengthen the bonds between the Club and the community which it serves acting as a good and welcome neighbour and to represent the interests of the community in the running of the Club, thereby enhancing the Club's reputation with both supporters and non-supporters alike.'*

This is a continuation of the short term aim described at 3.1.2 (above). The Trust aims to ensure the Club is further embedded in the local community, and that these links are maintained over the long term. Again, youth football will be a significant factor in this, but it will also, vitally, involve creating and maintaining links with the wider local community.

*How will this be achieved?*

- By providing increased opportunities for Dorchester Youth FC players to become involved in first team football. This will give real incentives for Dorchester children and youths to become involved in sport locally.
- By working with local leisure centres to promote Dorchester Youth FC, and by using Trust funds to sponsor other areas of sport within the local community.
- By continuing to promote the Club within the town, and working with local businesses to ensure continued support for the Club.
- By continuing to raise funds in support of promoting the Club.
- By attracting membership from all areas of the local community.
- By ensuring the Club, and the Trust, retains a high profile in the local community, and that the reputation of both is such that the local community is proud to be associated with both.

- 3.2.2 *'To benefit present and future members of the community served by the Club by promoting, encouraging and furthering the game of football as a recreational facility, sporting activity and focus for community involvement regardless of the sex or ethnic origin of those involved.'*

Football should be for everyone. The Trust is keen to ensure that football is available, and encouraged, for all members of the community with the Club clearly at the heart of football in Dorchester.

*How will this be achieved?*

- By working together with all interested parties, including Dorchester Town Youth FC, Dorchester Town Supporter's Club and potentially leisure centres and schools to support football in the community.
- By ensuring an inclusive attitude is taken in all Trust endeavours, and that the views and needs of all aspects of the community are taken into account wherever possible.
- By encouraging a diverse membership of the Trust, and of the Trust Committee.

3.2.3 *'To develop links with other community based organisations in the area to further the interests of the Club.'*

For the Trust to have maximum benefit in the community, it will be necessary to ensure the support of other community groups. Dorchester already has a strong base of community organisations which complement each other – the Trust is keen to work together with these groups to ensure common goals are achieved.

*How will this be achieved?*

- To approach community groups (for example the Round Table, the Rotary Club, the Lions Club and others) to discuss areas of mutual benefit.
- To work with these community groups to raise the profile of and generate support in The Club.
- To work with Supporter's Direct and other Supporter's Trusts to share best practice, ensure the Trust takes full advantage of all the experience and knowledge of others, and to promote the Trust movement to the benefit of all.

3.2.4 *'To elect a fans representative onto the Board of The Club.'*

One of the clear aims of the Trust is to ensure that the supporter's of the Club have a voice at the Board level of the Club. The Trust is also committed to act in the best interest of the Club. The Trust is a democratic organisation in which each member (over the age of 18) has a vote in the direction the Trust takes, including its approach to the Club. A 'fans representative' would ensure the views of the Trust's members are heard by the Board of the Club.

*How will this be achieved?*

- By negotiating with the Club with a view to achieving a position on the Board.
- By holding a ballot of Trust members to elect a representative to fill this position.
- By regularly holding votes on issues regarding the Club with the members of the Trust to ensure the representative is able to properly reflect the views of the supporters at the Club level.

3.2.5 *'To raise funds and buy a shareholding in The Club.'*

The key long term aim of the Trust is to help provide security to the future of the Club. This will be done by a combination of the other aims shown above. However, a more specific eventual aim of the Trust is to secure shares in the Club, thereby offering both some financial stability and a formal influence over the decisions made by the Club. Any future influence will be used to reflect the requirements of the Trust membership on a democratic basis.

*How will this be achieved?*

- By encouraging members to allow the Trust to use their existing shares in the Club, by proxy, in any Club shareholder votes.
- To purchase new or existing shares in the Club as they become available.

[Return to Contents](#)

## 4. INTERNAL COMMUNICATION AND GOVERNANCE

- 4.1 The Trust and its Board will operate efficiently and effectively by adopting Supporters Direct best practice in all its working practices where practicable.
- 4.2 The Trust will move promptly to elect its Board and be guided in its elections by Supporters Direct. The Board will be elected in accordance with the Trust's Constitution and Directors on the Board will make themselves available for re-election in accordance with the Trust's rules. Once elected, the Directors will elect the officers of the Board and decide on the frequency and format of future meetings of the Board and any sub groups it might establish.
- 4.3 The Trust Board will include a Chairman, a Vice-Chairman, a Treasurer, a Membership Officer, a Communications Officer, and any other officers as seen necessary. It will also include a co-opted Secretary and other Co-opted roles as considered necessary.
- 4.4 Within its first year, the Trust Board will establish its working structure which may be changed from time to time to suit the needs of the Trust. Any task based sub groups formed by the Board will be led by a Director of the Board who will report its progress to each Board meeting. The officers of the Trust will report as necessary to the Board meetings.
- 4.5 The Board will have corporate responsibility for making decisions which are consistent with achieving the Trust's aims and objectives. The Board will consult the Trust membership before making any changes to the Trust's aims and objectives and will also consult on any decisions which may not be covered by these aims and objectives. The Board will also occasionally delegate authority to make decisions to individual Directors and where this occurs, the decision to delegate will be minuted by the Trust Secretary and the individual Director decisions will be reported to the next available meeting of the Board and be minuted.
- 4.6 The Trust Board will always act in the best interests of the Trust, to deliver the aims of the Trust, and will take account of the requirements of the members in any decision making. They will act professionally and with integrity in the performance of their role.
- 4.7 The Board Secretary will regularly publish the minutes of its meetings on the Trust's web site. Standing agenda items will include Finance, Membership, Fundraising, Communications, Feedback from Club and Community Issues.
- 4.8 The Trust will actively seek volunteers to support its activities through use of its web site, its newsletters, the Stadium notice board and press releases. It is hoped that all members will become actively involved in fundraising events promotion of the Trust to some degree, and will volunteer to assist where possible.
- 4.9 The Trust will encourage the use of the contacts and skills of its members to further the interests of the Trust by seeking ideas and support for fund raising activities from the wider membership of the Trust and circulating their details at the earliest opportunity.
- 4.10 The Trust Board will circulate a quarterly newsletter to all members of the Trust. Members will be consulted on all key decisions that the Trust is required to make, primarily through e-mail and the website. The Board will also organize a launch party within a year of its first registration, to which all members will be invited. Future events will also be open to all members. The Board will negotiate with The Club for a permanent notice board at the Stadium and for other opportunities at the ground as the need arises.

[Return to Contents](#)

## 5. **TIMESCALE**

- 5.1 The main timescale covering the period December 2008 to June 2010 is shown below. This covers all activities from commencement of the Trust to the end of the first full year of operation, excluding specific fundraising events covered at section 8.

Date	Action
December 2008	Trust legally commenced
December 2008	Bank account opened
January – March 2009	Devise membership strategy and purchase membership goods
March 2009	Initial meeting with the the Club
5 June 2009	Trust Board Elections
30 June 2009	End of first financial period
25 July 2009	Formal launch night.
August 2009	Formally commence membership drive 2009/10
October 2009	AGM
January 2010	Commence membership renewal strategy
30 June 2010	End of second financial period.

[Return to Contents](#)

## 6. FINANCE

- 6.1 It is important that the Trust carefully considers the use of all funds available to it. Funding will be given through membership, corporate sponsorship, fundraising, grants or donations, on the understanding that it will be used to further the cause of the Trust. Such funding must therefore only be used to address the aims of the Trust, either directly or indirectly.
- 6.2 In addition, one of the key long term aims of the Trust is to acquire shares in the Club. To achieve this, it is essential that the Trust start to build up a capital reserve for such use in the future.
- 6.3 A grant is available from Supporters Direct to fund 50% of start up expenditure. The grant is for a maximum of £1,000, and it is anticipated all calls against this funding will be finished by the end of the 2009/10 financial year.
- 6.4 Trust funding arrangements fall under the responsibility of the Treasurer. This post is responsible for banking arrangements, preparation of financial statements, financial forecasts, audit liaison, completion of financial returns (including tax returns where appropriate), and the production of a Treasurer's report for the Annual General Meeting.
- 6.5 The target income up to 30<sup>th</sup> June 2012 is as follows:

	Period to 30 <sup>th</sup> June 2009	Year to 30 <sup>th</sup> June 2010	Year to 30 <sup>th</sup> June 2011	Year to 30 <sup>th</sup> June 2012

Membership (see section 7)	£865	£2,175	£3,450	£4,625
Net Fundraising Income (see section 8)	£0	£1,070	£1,500	£2,000
Donations	£145	£0 *	£0 *	£0 *
Supporter's Direct grant	£490	£510	£0	£0
<b>Total</b>	<b>£1,500</b>	<b>£3,755</b>	<b>£4,950</b>	<b>£6,625</b>

\* Future donations are assumed to be zero for the purposes of this Business Plan. Any donations received will be considered a bonus (the 2008/09 figure is actual donations received).

6.6 Expenditure in the first two periods of operation is anticipated to be:

	Period to 30 <sup>th</sup> June 2009	Year to 30 <sup>th</sup> June 2010	Year to 30 <sup>th</sup> June 2011	Year to 30 <sup>th</sup> June 2012
Membership goods	£365	£150	£150	£200
Other set up costs	£385	£170	£200	£250
Entry into Patron's Draw (inc under 18's)	£340	£400	£400	£400
Advertising / Promotional Materials	£80	£200	£250	£350
<b>Total</b>	<b>£1,170</b>	<b>£920</b>	<b>£1,000</b>	<b>£1,200</b>

6.7 If the above figures are achieved, the financial surplus in each year will be:

	Period to 30 <sup>th</sup> June 2009	Year to 30 <sup>th</sup> June 2010	Year to 30 <sup>th</sup> June 2011	Year to 30 <sup>th</sup> June 2012
<b>Total Annual Surplus</b>	<b>£330</b>	<b>£2,835</b>	<b>£3,950</b>	<b>£5,425</b>

6.8 The surplus achieved each year will then be used in the *following* year in the proportions shown below. The £ amount projected to be available for use in each category is also shown below: The expenditure figures shown below on youth team support and promotional materials are in addition to the expenditure shown at 6.6 (above).

	%	Available 2010	Available 2011	Available 2012
Set aside for future share purchases	60%	£1,899	£2,370	£3,255
Youth team support (including team sponsorship)	20%	£633	£790	£1,085
Promotional purchases to raise awareness of the Club (such as Mascot etc)	20%	£633	£790	£1,085
<b>Total</b>	<b>100%</b>	<b>£3,165</b>	<b>£3,950</b>	<b>£5,425</b>

[Return to Contents](#)

## 7. MEMBERSHIP

7.1 Key to the success of the Trust, and to the achievement of the Trust's aims is the membership. The Trust aims to attract membership from all aspects of the local

community, and for those members to assist in promoting the Trust, and to engage in Trust activities wherever possible.

- 7.2 The mix of members will be occasionally monitored, and efforts will be made to ensure the membership is reflective of the local community. However, in the early years of the Trust, the membership drives will concentrate on achieving maximum numbers from any aspects of the local community. The only area of specific focus will be on junior and youth members, to strengthen links with the youth football teams.
- 7.3 The Membership Officer post on the Trust Board is responsible for all aspects of membership. This includes responsibility for the membership strategy, administration of membership packs and maintenance of membership records. It will also inevitably include the collection of membership funds. The Membership Officer will often be called on the bank such funds, where possible, in liaison with the Treasurer.
- 7.4 Membership records will be maintained on a spreadsheet by the Membership Officer, and made available only to Trust Board members. Personal information, such as date of birth, will only be accessible by the Membership Officer.
- 7.5 Membership subscriptions for the periods to 30<sup>th</sup> June 2010 are:

	<b>£ per annum</b>
Corporate Membership	£75
Family (up to 2 adults and 2 children aged 17 and under)	£15
Adult single	£10
Concessions (OAP should be at or above the age of 60)	£5
Junior/Youth (Age 17 & under) single	Free

*NB: Only paying members aged 18 and over will have voting rights with their membership package.*

- 7.6 The target number of members in the periods to 30<sup>th</sup> June 2012 are shown below:

	Period to 30 <sup>th</sup> June 2009		Year to 30 <sup>th</sup> June 2010		Year to 30 <sup>th</sup> June 2011		Year to 30 <sup>th</sup> June 2012	
	No.	£	No.	£	No.	£	No.	£
Adult Member	40	£400	80	£800	120	£1,200	150	£1,500
Family Members	6	£90	10	£150	15	£225	20	£300
Concession Members	15	£75	20	£100	30	£150	40	£200
Corporate Sponsors	4	£300	15	£1,125	25	£1,875	35	£2,625
Junior / Youth Members	20	£0	100	£0	150	£0	150	£0
<b>Total</b>	<b>85</b>	<b>£865</b>	<b>225</b>	<b>£2,175</b>	<b>340</b>	<b>£3,450</b>	<b>395</b>	<b>£4,625</b>

- 7.7 When members first join the Trust they will receive a share certificate in the Trust, a badge, a membership card, and access to the Trust Newsletters, website, e-mails and other communications.
- 7.8 Corporate members will receive the same introductory package as regular members, except with a frame mounting for their share certificate. Corporate members will also have the benefit of advertising on the Trust website, Trust Newsletters, and other promotional material.

- 7.9 The strategy for membership renewals is that each member who renews their membership will receive a new membership card, continued access to the Trust communications, and other incentives to be determined towards the end of 2009.
- 7.10 It is anticipated that once the Trust becomes established, it will be able to work with Corporate Sponsors to offer benefits to Trust members on production of a membership card. This could be discounted rates on goods and services, or similar promotions.

[Return to Contents](#)

**8. FUNDRAISING AND EVENTS**

- 8.1 The first Trust event was the formal Launch Night on the 25<sup>th</sup> July 2009. This event raised net income of approximately £150, and was the first of several fundraising events to be held throughout 2009/10.
- 8.2 Fundraising is the responsibility of all Board members, and it is anticipated that all membership will become involved to some degree in fundraising activities. One Director will be nominated as liaison point for each fundraising activity. This nominated Director will co-ordinate delivery of the event, and report to the Board on progress.
- 8.3 The fundraising target for 2009/10 is £1,070. It is anticipated that a minimum of four fundraising events will be held each year. Fundraising events in excess of this will be considered as appropriate. The planned timetable of events for 2009/10 is shown below:

	<b>Month</b>	<b>Target Income</b>
Launch Night	July 09	£150
Golf Day	August 09	£300
Skittles Night	November 09	£150
Quiz Night	December 09	£100
Sponsored 'Bike-athlon' (Bike ride to an away match)	February 10	£120
Hog Roast / Pub Olympics	April 10	£150
Quiz Night	June 10	£100
<b>Total</b>		<b>£1,070</b>

- 8.4 In addition to the fundraising, other promotional events will be held to raise awareness of the Trust and generate support. It is not anticipated that these will raise funds directly, but may generate new members for which a target is set.

	<b>Month</b>	<b>Target New Members</b>
Dorchester Show	September 09	15
End of Season Party	April 10	5

## 9. RELATIONSHIP WITH THE CLUB

- 9.1 The Trust aims to ensure the Club is at the heart of sports in the Community, and is secure in its future. Clearly the Club is a commercial organisation, with its own ownership and governance arrangements, so the Trust's relationship with the Club is vital in achieving this. The long term aim of the Trust is to buy a shareholding in the Club and achieve some level of influence in this way. In the short term, the Trust seeks a meaningful relationship with the Club through Trust representation on the Club Board and regular meetings with the Club Chairman.
- 9.2 The Trust will endeavor to work closely with Club officials to help promote the best interests of the Club as an elected representative of the supporters. The aim for the first two operating periods is to achieve quarterly meetings with Club officials. These meetings will be used to discuss:
- Issues highlighted to the Trust by supporters.
  - Ways in which the Trust and the Club could work together in the community to achieve mutual aims.
  - Opportunities around youth sport.
  - The public relations of the Club
  - Publicity for fund raising events at the Club
- 9.3 The Trust will encourage existing shareholders to proxy their voting rights to the Trust. This will strengthen the position of the Trust.
- 9.4 The Trust recognises that the previous Chairman of The Club holds a majority of the shares in the Club and anticipates this continuing for the foreseeable future. Even so, the Trust aspires to securing shares in the Club at a level which will allow it to influence decisions of the Club through representation on the Club Board. The targets for share ownership, as a % of issued shares, are set out below:

	<b>Owned Shares</b>	<b>Proxy Shares</b>
2008/09	0	0
2009/10	1%	5%
2010/11	3%	10%
2011/12	7%	15%

- 9.5 The Trust Board will identify a Director of the Trust who will be responsible for liaison with the Club. This individual, or a delegated representative, will attend meetings with the Club and will report back to the Board meetings.

## 10. COMMUNITY

- 10.1 The Trust is keen to develop links with the local community to raise awareness of the Trust, promote sport in the community and start putting the The Club at the centre of the sporting community. As influence in the The Club increases, so access to the use of the Club facilities may increase, with the benefits that will bring to the Club and to the community as a whole.
- 10.2 In the first two periods of operation, the Trust will start to raise awareness of their activities within the scope of youth sporting activities. This will include sending

information packs to schools, community groups, colleges, youth teams, local sporting facilities, and volunteers. Each pack will include information about the Trust, and a summary of how the Trust and the various groups can work together for the common aim of increasing sport in the community. Membership forms will also be included with the request that they be prominently displayed (where appropriate).

- 10.3 Initially, the Trust will target community groups and activities within the Town, but in future years will spread wider to the surrounding villages.
- 10.4 Invitations will be sent to all community groups for any fundraising activities or other Club events, and representatives from these groups will be welcome at any such events.
- 10.5 The Board will nominate a Director to take overall responsibility for Community liaison. This Director will administer information being sent to community groups etc, and report to each Board meeting on any progress in this respect.

## [Return to Contents](#)

### **11. STRATEGY FOR EXTERNAL COMMUNICATION**

- 11.1 The Trust places great importance on effective two-way communication with all of its membership, members of the public and the news media. Good external communication is essential for an organisation that works closely with its local community and in partnership with its corporate sponsors, other statutory organisations, and voluntary bodies. This strategy sets out the methods currently used with an ongoing action plan, for continual improvement.
- 11.2 The external communication methods used by the Trust are set out below. There is a separate communication strategy and action plan for internal communications. The main communication methods with a predominantly external focus are as follows:
- 11.3 Use of the News Media: This includes the local and national press and radio, and may occasionally include regional media including television. The Trust will provide and will be responsible for the drafting of press releases and the maintenance of good relationships with the local and national media. This will be both proactive and reactive. For example, proactive press releases are prepared when there are positive news stories to share and when the Trust wishes to raise awareness of its work. When it is possible that the Trust may attract negative press, the Trust will prepare a statement if necessary. We will also scan the local media environment to ensure we are prepared to respond if required to do so.
- 11.4 The Annual Report: There is a requirement to publish an annual report, which includes the annual audited accounts, certain other standard information and other significant news or items that the Trust may choose to include. It is published to coincide with the Annual General Meeting, and it covers the previous financial year. Electronic and paper copies are sent to all members and the report is available to anyone on request in addition to being published on the external website.
- 11.5 The Internet: The Trust's external website is a primary method used to publish information that needs to be in the public domain such as the publications described above, Trust policies and Trust Board Agendas, Minutes and Papers. Other important information published here includes the Annual Business Plan, Membership Application Forms and the Standing Order Mandate.
- 11.6 Quarterly Newsletter: Produce and advertise a schedule of quarterly newsletters sent out to all members either via email or by post according to member preferences.

- 11.7 The Club Notice Board and appropriate areas accessible by the public, such as local shop notice boards. All information provided by this medium will be kept up to date and relevant.
- 11.8 The Trust Board will appoint a Director responsible for communications. This post will be responsible for:
- Ensuring the communication of essential information to the Trust board, Trust membership, members of the public and the news media is accurate and timely.
  - Ensuring that the ability to communicate effectively is covered in the annual appraisal of all Trust board members or anyone who reports to them.
  - Making sure that all Trust board members understand what type and level of information it is appropriate for them to communicate externally.
  - Using all communication methods as appropriate and sensitive to the message/information being communicated.
  - Ensuring the status of all information is well understood e.g. confidential, internal only etc.
- 11.9 Good communications are essential to the success of any organisation. They are integral to the Trust as it sets about its tasks. Linking the key components as outlined above, and positive promotion of the communications culture of the organisation, will result in:
- Developing and maintaining a positive image of the Trust.
  - Developing further understanding within the organisation, with key partners and the general public, of the vision, responsibilities and achievements of the Trust.

[Return to Contents](#)