



EXECUTIVE REVIEW

SEASON 2011

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MEMORANDUM OF UNDERSTANDING

ORIGINAL STEERING GROUP MEMBERS

The voice of the rugby league community in West Cumbria

Draft IS 17 January 2011

VISION & OBJECTIVES

VISION

The purpose of this Executive Review is to record the origins of Trust and the aspirations of the supporters of 'Haven', whilst setting the parameters for working with the Club Board to achieve long-term success.

Over the seasons a number of supporting groups were formed to provide forums for fans and to raise funds for a variety of club associated projects. Those original groups were: Internet Support Group/Mike Rothery, Whitehaven Independent Supporters/Chris Drake, Haven Supporters/Jonathan Chappell, Vice Presidents/Des Byrne. At the time of the demise of Whitehaven Rugby League an inaugural meeting of loyal supporters mooted the formation of a combined organisation and Trust In Haven was born.

TIH will set out a 3–5 Year Development Plan within 6 months of the 1st elected Trust Board/Committee. The plan will focus on:

- Embedding the Trust in the Club Culture
- Agreeing formal responsibilities in Supporting the Club's operation
- Ensuring we have joined up Strategies
- Operating in tandem to take the Club forward
- Establishing & maintaining an open & honest relationship
- Establishing a Corporate & Community Identity
- Helping to create financial stability for the Clubs long term future
- Contributing towards the player development/squad builder programme

Our Vision will also incorporate a number of prime OBJECTIVES

These will aim to:

- Re-establish the Club as a community club
- Work with the club to ensure sustainability on and off the field
- Ensure supporters views are considered when important decisions are made
- Facilitate communication between club and fans

The Trust will set out a range of achievable targets with realistic timescales, drawing on the support of hundreds of fans and the multitude of local amateur clubs, working with grass roots rugby development/pathway and club coaches, to implement a cohesive plan of action, establishing itself as the voice of rugby league in West Cumbria.

COMPRISING 3 MAIN PRINCIPLES

1. Operating Protocol with the Club

- We will work closely with the Club to agree an operating protocol. The protocol will be based on the following principles:
- Agreeing delegation of responsibilities to the Trust In Haven Board
- Operating with respect
- Acting with corporate responsibility:
 - Reserving the right to put issues to Trust members where the Trust Board feels the Club is operating in a way that jeopardises it's financial and commercial viability.
 - Also, where key decisions are required and Trust members may need to be consulted prior to any vote.
- Becoming a 'critical friend on behalf of Supporters
- Agreeing exchanges of funds and/or 'values in kind' for shares with responsibility as a Member on the Club Board
- Sharing Strategies:
 - Marketing
 - Communications
 - Fundraising
 - Long Term Vision
- Agreeing communications process for feeding back to Trust Board and it's members, both from Board meetings and generally

The Operating Protocol is to be effected in January 2011 and underpinned by the Trust's Memorandum of Understanding, agreed and signed by both parties.

Resource support possibilities

Whilst retaining independence we will enter into negotiations with the club to help & provide resource in order to support day to day running and match day operations as appropriate. Examples of where support could be provided are:

- Turnstile operators, programme sales, match day announcements, security (possible project - to train fans as security/stewards & save club costs) & other general match day support, etc.

The Trust Board will work with the club and its members to identify other Resource support opportunities that are of mutual benefit, for the Club and to the Trust, to be recognised at a nominal value and recorded.

2. Development of a credible Supporters Trust

Communications Strategy

We aim to be the voice of the rugby league community in West Cumbria and key to this is a strong Communications Strategy; it will develop regular communications with members and the wider community through:

- Setting up a Web – site / email feedback facility & consider other IT Community forums - Face book/Twitter
- The issue of regular newsletters / publish minutes of meetings/ creation of Posters & Flyers for advertising purposes / Consider creating a fanzine & or Programmes insert
- Make match day announcements & updates on Trust activities as appropriate
- Publish articles / announcements in local & RL Media
- Look to the feasibility of creating a Club / Trust leaflet that will include
 - Trust key objectives
 - Relevant contact details

Plus, identify how the club can be supported

- Trust membership
- Match day packages
- Season Tickets
- Merchandising
- Sponsorship packages
- From time-to-time hold open / surgery meetings for its members
- Actions to deliver this will be set by the Trust Board member elected to undertake Communication responsibilities.

Business Partnership

The Trust will aim to be more than self-sufficient and have a programme of wealth creation that will include identifying and sustaining external support mechanisms such as

- Trust membership (Internal)
- Fund Raising Events (Internal)
- Sponsorship (External)
- Supporters Direct (External)
- RFL Funding Grants (External)

We are to set our stall out to achieve the status of primary Business Partner to Whitehaven Rugby League Club 2010.

3.Establishing a Community presence

Fundamental to the ethos of the Trust is engaging with each and every representative of the community.

Key Stakeholders

We have identified our Key Stakeholders as:-

- The Club and its shareholders
- The Club staff & Executives
- The Supporters
- Shareholders
- Local Amateur RL Clubs
- Young people / Youth Organisations
- Local Sporting Clubs
- Local Educational Institutions
- Social Groups (Including People with disabilities / learning difficulties)
- Local Councillors & MP's
- Other local authorities
- Local Agencies
- Local Residents
- Local Businesses & organisations such as Chamber of Commerce/Trade
- Corporate Businesses based locally
- Local Media
- National RL Media
- RFL
- Supporters Direct

The Trust Board members elected with responsibilities for Community & Corporate liaison will work up actions to create effective working links with our key stakeholders in line with our strategies.

Marketing Strategy

Our Marketing Strategy will be:

- To Embed the Trust & Club into the fabric of the Local Community
- Create working links with:
 - Local Businesses
 - Local Schools / Colleges
 - Local MP's / Councillors
 - Local Media outlets
 - National RL Media
 - Supporters Direct Community
 - RFL
- Look to obtain Corporate Sponsorship for the Trust

An interim project has started with a community competition to design logos and subsequent 'branding' styles for TIH, but actions to deliver the main Strategy will be set by the elected Marketing member.

OPERATION PROCESS

OPERATION PROCESS

We will have a minimum of 6 & a maximum of 12 Committee members. We will hold:-

- Monthly meetings
- Annual General Meetings
- Annual elections (Whilst the committee will normally operate for a 2 year term, in the first year of the Trust half of the committee will be appointed for 12 months only thus ensuring annual elections to allow people more opportunity to stand)
- Elections will be for Committee only & the elected members will then meet to allocate key operational positions and roles within the Board.

We will prepare financial accounts to 21 October. Our first accounts will be to the 21 October 2011.

Supporters Trust-Board

Key operational positions have been identified as follows:

Chair
Secretary
Treasurer

In addition, essential roles are:

Membership Co-ordinator
IT & Marketing
Club Liaison
Media Liaison & Communications
Community Liaison
Corporate Liaison
Events & Travel
Co-opted Members (2-4)*

The roles will involve main official duties, generally as defined above, but with scope to undertake additional responsibilities and provide 'cross-over' support. Some positions are required to be backed up to ensure continuity, e.g. Chair.

*It is anticipated that some co-options may be necessary to bring in specific specialist skills and for delegated tasks.

Also, sub-groups may be formed to tackle certain projects as and when required and led or co-ordinated by a nominated Board Member.

In the initial period of operation, between December 2010 and March 2011, all positions and roles are interim and carried out on a volunteer basis. This format is to be followed by the newly elected Trust Board, but at an appropriate time in the future positions may be established as part-time or full-time paid. This will require policy decisions by in-post Boards.

PLANNING CYCLE

ANNUALLY

**Financial Year End
21 October 2010**

**Election Process
24 January 2011**

**Annual General Meeting
18 March 2011
(and appointment of auditors)**

**Annual Returns
21 May 2011**

SINGLE ACTION

**Executive Review
17 December 2010**

**Memorandum of Understanding
5 January 2011**

**Launch
21 January 2011**

**Development Plan incorporating
Business Plan
April 2011 Draft Implementation
October 2011 Plan Completion**

MEMBERSHIP & BENEFITS

Membership

Trust In Haven is to establish strength-in-depth from an increasing, year-on-year membership, from fans at home, 'away' and abroad. In return for its support there will be a range of benefits – in the first instance a nominal range of 'attractions' will be made available, relative to the category and level of membership and these may be amended and/or increased by the new Trust Board during the Membership Policy-making phase.

Membership Fees (2011)

○ Adult	£20	per annum
○ Child	£5	
○ Concessions	Seniors	£10
	Students	£10
○ Community & ARL Clubs		£50
○ Corporate/Business		£100

TRUST SHARES ISSUE - £1 Share from each membership fee

Each member will receive a 'Welcome Pack', including a Shares Certificate

NB: Further consideration is to be given to a Family* membership category.

Equally, there is a requirement to develop a Juniors Section – this should have its own range of activities and events. The aim is to have 'linkage' with youth in the community and, of course, the younger elements of amateur rugby league clubs in the area.

MEMBERSHIP BENEFITS

Shareholding in the Trust with representation to the Club Board

Receive regular information updates via newsletter

Receive invitation to member only events

Be able to apply for the Board

Be able to vote for Board members

Discounted travel to away matches

Members listed on Club website with their own web pass protected area

Receive membership/benefit card*

* Members benefit card will allow members to gain benefits and/or discounts from our business partners. Details of participating businesses will be publicised via the TIH website and newsletter.

MEMBERS DRAW

On achieving the first and on each subsequent 100th member, all members' names will be entered into a draw to win a cash prize.

Other benefits to be negotiated for adults and juniors?

Targets

Within six months of the first elected Trust Board/Committee and as part of the 3-5 Year Development Plan, there will be a fully costed Business Plan that will incorporate a set of targets in line with the objectives of the Trust. The targets will also define the ongoing financial requirements for which there will be a fund raising strategy. A simple target might be to achieve a 100% membership, i.e. each match spectator becomes a trust member and, vice versa, e.g. 500 match attendance = 500 trust members; or, 1,000 trust members = 1,000 match attendance, and so on.

Fundraising Strategy

Our fundraising strategy will be as follows:-

- Develop a Merchandising Operation to create a Corporate Identity – will need to be run in consultation with the Club
- Event Organisation – One off / Regular Fundraisers
- Avoiding “Conflict of Interests” with Club
- Identifying potential “Joint” Events
 - Season Ticket Launch
 - Kit Launch
 - Meet the Players
- Publicising our Fundraising via our Communications Strategy
- Actions to deliver this will be set by the Trust Board member elected to undertake Fundraising responsibilities.

Opportunities for Investment

Potential sources for investment into the Trust are:

- Local Businesses
- Corporate Businesses based locally
- Sport England

The Trust Board will work to identify further contacts & opportunities & develop business cases in line with its strategies to secure funding for appropriate projects. It will work with members & key stakeholders to identify additional projects for consideration & to secure funding for delivery.



Shareholder Proposal – Memorandum of Understanding (LH/IS 5 January 2011)

This Memorandum of Understanding sets out the proposed terms of a Shareholders Agreement between Whitehaven Rugby League Football Club (2010) Limited (the “Club”) and Whitehaven Supporters Co-operative Limited (the “Co-operative”). (NB: This is a draft and it is not intended to be legally binding at this time.)

It is proposed that the Agreement includes the following terms:

1. That the Co-operative will be entitled to 26% of the shares of the Club. Such entitlement is on the following basis:
 - a. 26% will be transferred to the Co-operative by (date to be agreed).
 - b. That upon satisfactory payment of the full amount of each years sponsorship, 5% shall become non-returnable (6% in year five)
 - c. On this basis, when the Co-operative has completed the initial five years of sponsorship they will have retained a minimum of 26% of the Clubs shares
 - d. If the Co-operative fail to pay the whole amount in any year the agreement is thereby broken and any remaining shareholding that has not already been guaranteed by the completion of the years sponsorship shall be returned to Richard Raaz or any eligible shareholder that he chooses, unless an alternative agreement is reached by the parties named in this Memorandum of Understanding.
 - e. Should further shares become available, the Co-operative shall be given the first option to make further one-off investments outside of the terms of this agreement. Any further shares shall be immediately non-returnable.
2. In addition to it’s sponsorship of the Club, the Society shall also be entitled to:
 - a. The Co-operative shall be entitled to one Director on the Club Board, which shall meet once a month with the Co-operative’s nominated Director for as long as they remain a Shareholder.
 - b. A patch on the Club shirt for the 2011 season and all forthcoming years during which the Co-operative remains a sponsor of the Club
 - c. A ground board at the Recreation Ground in 2011 and all forthcoming years during which the Co-operative remains a sponsor of the Club.
 - d. At every home match for the 2011 season and all forthcoming years where the Co-operative remains a sponsor of the Club, the Society shall be entitled to corporate hospitality.
3. During it’s first year of sponsorship of the Club, the Co-operative will pay £XXX + VAT to the Club, to be paid in the following instalments:
 - a. First instalment an initial payment of £XXX +VAT to be paid by (date to be agreed).
 - b. Eleven monthly instalments of £XXX +VAT to be paid by the 28th of each following month.
 - c. XX% or £XXX of the total investment to be contributed by way of volunteering hours to the club at a rate of £6.00 per hour (based on the National Minimum Wage).

The Club and the Co-operative will agree the amount the Co-operative is to pay for subsequent years of sponsorship by 30th November of the preceding year. Any increases in the amount paid by the Co-operative will not be above the Bank of England’s base rate unless both parties agree otherwise.

NB. The payment schedule described above in respect of the first year of sponsorship, adjusted to take account of any increase in the amount paid by the Co-operative to the Club, will remain the same for all forthcoming years unless an alternative is agreed by both parties.

Each party hereby confirms its agreement to the terms contained in this Memorandum of Understanding:

Richard Raaz, Chairman
Whitehaven Rugby League Football Club (2010) Limited

Ian Stephenson, Chairman
Whitehaven Supporters Co-operative Limited

Signature:

Signature:

Date:

Date:

ORIGINAL STEERING GROUP MEMBERS

14 October 2010

Dave Farrell
John Hurst
Anna Byrne
Vikki Chappell
Jonathan Chappell
Karl Connor
Frank Scott
Andrew Ross
Lee Scott
Des Byrne
Paul Blacklock
Ian Stephenson

Chairman
Vice Chairman
Secretary
Treasurer
Club Liaison

Events Organiser
Facilities & Juniors
Away Events/Travel

IT & Marketing

Community Liaison

21 January 2011

Ian Stephenson
John Hurst
Anna Byrne
Vikki Chappell
Jonathan Chappell

Frank Scott
Andrew Ross
Lee Scott

Paul Blacklock

Dave Farrell

19 November 2010

Des Byrne

Resigned

23 November 2010

Ian Stephenson
Dave Farrell

Chairman
Member

17 January 2011

Karl Connor

Became Member of the Club Board