



DULWICH HAMLET SUPPORTERS' TRUST

Annual Review of 2015/16 season

June 2016

DHST Annual Review – June 2016

This Summary Sheet captures the headlines on DHST performance over the course of 2015/16 season, and recommendations for 2016/17 season.

Title:

Dulwich Hamlet Supporters' Trust aims and objectives for 2014-16

Review Date: June 2016

Start Date: July 2014

End Date: June 2016

Summary of Programme Performance

DHST's ultimate goal for Dulwich Hamlet FC is for it a leading example of a financially sustainable football club that is fully by supporters and has a secure long-term home in East Dulwich. The five outputs reviewed in this document were agreed in October 2014 and all contribute to this overall aim.

The following summarises the Trust's performance against our five outputs:

Output	Risk rating	Impact on overall aim (weighting)	Score (July 2015 - June 2016)
1. DHFC is a transparent and well run football club	Medium	15%	A
2. DHFC has a secure long-term home in East Dulwich	High	40%	A
3. DHFC has strong links with its surrounding community	Low	10%	A++
4. DHFC has a growing Supporters' Trust that communicates regularly with its members	Low	10%	A+
5. DHFC has an ownership model that involves supporters/community either fully or partially	Medium	25%	A
Average scores	Medium	n/a	A

Year	2015	2016	2017					
Programme Score	A	A						
Risk Rating	Medium	Medium						

Summary of progress

The work behind the scenes to influence the proposed ground redevelopment has been extremely valuable. We were deliberately patient on when we polled our members on whether to back the redevelopment in order to ensure there was much clarity as possible, and the plans would not change. An unequivocal 94 percent of Trust members who responded to the poll were in support. DHST will be therefore backing plans for the redevelopment of Champion Hill. This provides the Trust a firm position on which to lobby in support of the planning application for the new ground. We will provide our formal response well in advance of Southwark's planning committee, together with a request to speak in front of Councillors at the committee meeting.

We are also making gradual progress with Hadley on plans for future fan ownership of the Club by the Trust. The Trust has been able to gain access to some financial information which has enabled us to assess how the Club is currently financed. This information, along with information gained from Supporters Direct and other fan owned clubs has enabled us to start to put together a business plan for the Club. Good progress has been made and we are finalising the income streams and expenditure to ensure accuracy and ensure the model is ready to be implemented at any time. Further work is required to ensure we end up with a robust plan, particularly on the Club's relationship with other stakeholders, e.g. the future operator of the leisure facility.

The introduction of the Mega-Container as our new club shop has been a very large project, and achieved within an incredibly tight budget thanks to the generosity of many supporters. Sales of merchandise have seen an incredible increase this year, with a tripling of takings, and we were particularly overwhelmed by Christmas online orders. We have moved to a new automated membership system that took a lot of engineering in the background. The community engagement remains an integral part of our work, and we enjoy a close working relationship with the Football Committee to deliver these many varied initiatives – the collaboration with Dulwich2Dunkirk and the charity game vs FC Assyria being particular highlights this year.

This progress and the achievements would not be possible without our Secretary holding us to account and ensuring we are delivering in the interest of members, our finances being kept in tip-top shape and that we are communicating clearly and regularly with the most important people of all – Trust members.

Summary of recommendations for July 2016 to June 2017

Output 1 – DHFC is a transparent and well run football club

- Hold discussions with HPG and other key stakeholders on the current financial management of the Club to better inform plans for a fan-owned DHFC.
- Continue to work closely with the Football Committee to improve transparency. This is important in order to help a smooth transition to a fan-owned club where having a Board that is democratic and transparent is of paramount importance, as the Football Club will be supporter owned.

Output 2 – DHFC has a secure long-term home in East Dulwich

- A key priority remains is for the Football Club to resolve the ownership / lease issues of Greendale Fields. No resolution on the future of this land could risk the future sustainability of the Club. We shall continue to lobby both HPG and Southwark Council to resolve this contentious issue.
- Submit our formal comments on the ground redevelopment well ahead of Southwark's planning committee, and request to speak in front of Councillors.
- If the planning application is successful, then the Trust will work with Hadley and their contractor to ensure that the delivery of the new ground meets the needs and expectations of the Club and the Trust's membership. Should the application be unsuccessful, then the Trust will work with Hadley and the Club in whatever capacity is deemed relevant through the planning appeal process.

Output 3 - DHFC has strong links with its surrounding community

- Continue to work with staff at the Club to improve the operation of the bar on matchday.
- Explore how the Trust can support initiatives with the Club's 2016/17 charity partner – Football Beyond Borders, and consider ideas for supporting other national and local issues or causes.

Output 4 - DHFC has a growing Supporters' Trust that communicates regularly with its members

- Advertise and promote the 100 Club to increase membership and contributions.
- Encourage more fans to join the Trust.

Output 5 - DHFC has an ownership model that involves supporters/community either fully or partially

- Continue to engage with HPG to fully understand the existing operating model for the Football Club, and understand the financial position as at the date the Trust assumes control.
- Coordinate with HPG in order to open discussions with the proposed operator of the leisure facility to ensure that the final agreement meets the needs of a fan-owned Dulwich Hamlet.
- Continue to engage with Supporters Direct and other fan owned clubs to ensure business model is in line with other similar clubs.

A. Introduction and Context

Link to headline objectives:	http://dhst.org.uk/about/objectives/
Link to detailed objectives:	http://dhst.org.uk/wp-content/uploads/2014/08/DHST-aims-and-objectives-2014-16-FINAL-TO-PUBLISH.pdf

Outline of DHST work

The Supporters' Trust has a set of objectives which are updated approximately every two years. The current period runs from October 2014 to June 2016. A detailed version can be found [here](#).

How does the Trust work?

The Trust will act with impartiality to represent its members; ensuring that the Football Club continues to play an important role in the local area. As a voice of scrutiny for the activities of the Football Club and their owners, we will work with those with who have influence on the Football Club to make sure your views and opinions are heard. We will continue to promote the good work of the club and the fans to further the Club's standing within the local community.

What we want for the club in the long-term?

We want Dulwich Hamlet FC to be a leading example of a financially sustainable football club that is fully owned by supporters, and has a secure long-term home in East Dulwich.

What will the Trust aim to achieve in the next two years (2014-16)?

A sustainable, transparent and accountable football club that has secured a long-term future in East Dulwich, and a well-considered range of ownership options that will allow for the club to be transferred fully into fan ownership.

What are the top 5 issues that the Trust deliver in the next two years (2014-16)?

1. DHFC is a transparent and well run football club

Before Hadley Property Group purchased the freehold on the ground, Dulwich Hamlet Football Club had seen years of mismanagement, internal conflict and financial irregularity. We want to put an end to this and hold the club accountable to its supporters. We want the Trust, the Football Club and the owners to meet regularly to share information and ideas and work together for a better Dulwich Hamlet Football Club.

2. DHFC has a secure long-term home in East Dulwich

Hadley Property Group acquired an interest in the Club in 2013 and have gone a long way to get the Club on a level financial footing. However, by their own admission, they have no interest in running the Club in the future. As a Trust, we must ensure that in progressing plans for residential development, Dulwich Hamlet Football Club remain in East Dulwich, as close to the current stadium as possible. This will involve us engaging with Hadley, Southwark Council and the Football Club through the planning process and also meeting with other supporters and other interested groups to make sure that the new ground meets the needs of the club, its fans and the local community.

3. DHFC has strong links with its surrounding community

The Trust has taken the lead on promoting the good deeds of the Club both on and off the pitch. We will continue to get good exposure for the club by sponsoring games and events, co-ordinating, promoting and running stalls at local fairs and offering support to the Football Club with initiatives as requested.

We will continue to make matchdays a safe and welcoming environment for all fans that encourage a greater diversity amongst our fans.

4. DHFC has a growing Trust that communicates with its members

We recognise that regular communication from the Board to our members is an area that could be improved. We must serve our members by providing regular information and updates. We will seek new ways to improve and reach out to fans. We will continue to supply the majority of the Football Club's merchandise through the club shop as well as providing a bigger and better 100 club draw.

5. DHFC and the Trust have completed the groundwork to enable supporters / community to fully own the football club

The Trust believes that in the future, Dulwich Hamlet Football Club should be owned by its supporters. We will act as a vehicle for taking this forward. We will undertake research to inform a decision on what the most appropriate model would be of greatest benefit for the long term future of DHFC.

B: INTERIM OVERALL OUTCOME ASSESSMENT

Outcome 1 – “Ground secured at or nearby existing Champion Hill Stadium site”

The indicator for this outcome for June 2016 is “Long-term lease agreed for football club on current or new ground”. This has not been achieved as the lease on Greendale Fields has expired, and has yet to be renewed. DHST have been working with HPG closely on this issue and continue to encourage the Council and HPG to find a resolution. However, as a Supporters’ Trust we do not have any formal means to bring this issue to a conclusion.

An automatic right to renew the lease exists, should the lessee not neglect the terms of the lease. Southwark Council have served notice for the lease to be terminated and returned to the care of the borough, and the lessee has in turn applied for the lease to be renewed. Both parties have seen no need to progress this matter through legal channels until after the planning process has been followed to a conclusion, and cordial discussions have taken place on a regular basis about the potential outcomes. This is still the case and will continue to be ongoing. Further information on this issue can be found in [the lease report](#) that formed part of the background material for the DHST poll on the proposed ground redevelopment in May 2016.

Outcome 2 – “The Trust has the capability to fully (or partially) own the football club”

The indicator for this outcome in 2015 was to ensure the Trust’s constitution is fit for taking over the club. After consulting with Supporters Direct, it was decided at the board meeting of 20 April 2015 to retain the existing rules on the basis that they are fit to allow any handover from the current owners.

The indicator for this outcome for 2016 is that “structures in place to partially or fully take over club when opportunity arises”. DHST have made good progress in this area. Not least, we have agreed a [Memorandum of Understanding](#) with HPG on how fan ownership will be realised if the proposed ground redevelopment is agreed. We also have a [draft vision and governance structure](#) for a fan-owned DHFC. Progress has been made on developing a business plan for when the Club is fan-owned, and negotiations are continuing on this. The latest on this can be found in [the operations report](#) (drafted by HPG) as way of background on the recent poll.

Key actions

- Continue working with HPG and the Council to get a resolution to the ownership / lease issues on the portion of Greendale that is required for the redevelopment to go ahead.
- Put more Board resources in 2016/17 into finalising the business plan for a fan-owned Dulwich Hamlet FC.

Has the logframe been updated since the last review?

No, it was not updated after the June 2015 review.

C1: DETAILED OUTPUT SCORING (1 page per output)

Output Title	DHFC is a transparent and well run football club		
Output number	1	Output Score	A
Risk:	Medium	Impact weighting (%):	15%
Risk revised since last review?	N/A	Impact weighting % revised since last AR?	N/A

Indicator(s)	Milestones	Progress
Seek to have a greater understanding of the financial sustainability and governance of the football club	No specific target for June 2016.	The Trust has also requested and obtained management accounts for the match day operations of the club. Although this is a good insight into the current sustainability of the club, further information is required in order to make a full assessment and enable improved evidence-based future projections for a business plan for a fan-owned club.
Scrutinise football club accounts as registered at Companies house	The records submitted to CH are interrogated by the Trust.	<p>We have reviewed the publicly available abbreviated accounts for the year ended 30 September 2014 (approved by the board on 30 September 2015).</p> <p>The Club is showing as turning a loss in the year of £26k, which increases brought forward losses to £435k. £13k has been added to creditors due within one year. Unfortunately there is insufficient visibility from this information to conclude as to why the loss has occurred and who the amounts are due to.</p> <p>Greendale Property Company Limited owns the freehold to the football ground, but is a company incorporated in the Isle of Man and there are no publicly available accounts at this time.</p>
Engage with the football committee and owners	Bi-monthly meetings between the Chairs (or their representative) of the Trust and the football committee.	We are not currently undertaking regular bi-monthly formal meetings. Instead, the DHST Chair meets the Football Club Chair on a regular basis (at most home and away games) and follows up on any issues that might be raised by telephone and email. This more informal arrangement is proving sufficient.

Key Points

The Trust has continued to have regular meetings and contact with Hadley Property Group (owners of the ground), albeit not as frequent in 2014/15. This has been largely to discuss issues relating to the proposed ground development and fan ownership (in particular the business plan). The headlines from these discussions have been reported in our published monthly Minutes. We also frequently discuss issues relating to community engagement and fans' matchday experiences (notably on issues related to the bar and food) with relevant volunteers and staff at the club. The targets in this output have been met and hence the score of an A is justified.

Summary of responses to issues raised in previous annual review – June 2015

The June 2015 recommendations were:

- Maintain frequent meetings with Hadley Property Group (HPG) and urge them to become full owners of the football club
- Continue to work with the club, including the Football Committee, to become more accountable to fans, both in terms of communicating and being accountable for decisions.

Progress on June 2015 recommendations

We have successfully delivered on these two recommendations from last year. We now have clarity from HPG that they will take up the option of full ownership of the club if the proposed ground redevelopment is successful. The MOU agreed between HPG and DHST states: *“within 2 months of*

planning permission being granted by the London Borough of Southwark for the ground redevelopment, HPG will exercise their exclusive option and complete the purchase of the football club from Nick McCormack". It also states that irrespective of the planning process, then HPG will work "together with DHST in securing ownership and financial sustainability of the Football Club in East Dulwich".

We welcome the move by the Football Committee to encourage more people to join this group. We hope that further progress can be made in terms of being more transparent in decisions, e.g. publishing monthly minutes. This will aid the move towards fan ownership in future.

New recommendations

- Hold discussions with HPG and other key stakeholders on the current financial management of the Club to better inform plans for a fan-owned DHFC.
- Continue to work closely with the Football Committee to improve transparency. This is important in order to help a smooth transition to a fan-owned club where having a Board that is democratic and transparent is of paramount importance, as the Football Club will be supporter owned.

C2: DETAILED OUTPUT SCORING

Output Title	DHFC has a secure long-term home in East Dulwich		
Output number per LF	2	Output Score	A
Risk:	High	Impact weighting (%):	40%
Risk revised since last AR?	N/A	Impact weighting % revised since last AR?	N/A

Indicator(s)	Milestones	Progress
Regular liaison with architect and planning team and other interested stakeholders	Meet Hadley's planning team before every Board meeting and plans presented to Trust members at key stages	<p>Meetings with Hadley have taken place on an ad-hoc basis as and when necessary this year. Discussions with other stakeholders have also taken place. We have also had helpful advice from Trust members, e.g. a member who works in the built environmental profession who may be able to help further in the future.</p> <p>Our previous comments have meant that the current designs for the new ground have been improved, e.g. (small) roof on the ends of the ground. However, there are still areas that we think can be improved, and we are continuing to work to influence this (but room for maneuverer now is more limited as the plans have been submitted).</p>
Lobby Southwark council & apply for asset of community value (ACV) for the ground if appropriate	Lobbying undertaken if required	<p>At this stage, we have decided not to pursue relisting the ground as an asset of community value, but maintain the right to reapply should it help to secure the future of the club.</p> <p>Should the planning application be successful, then this indicator can be removed, as there will be no need to register the ground as an ACV..</p>
Responding to planning documents in a timely manner	Trust provides quality comments to 100% of planning documents within deadline	<p>Much of the influencing on the planning documentation happened during 14/15. The Trust has continued to encourage Hadley to finalise outstanding issues, such as the lease for the proposed new ground. Our main focus during 15/16 was to present the information prepared by Hadley to our members and conduct a poll on whether the Trust should back the redevelopment once the final plans had been submitted and verified.</p> <p>Following a resounding mandate from the membership (via 94% of members backing the redevelopment), the Trust will formally submit representations in support of the planning application for the redevelopment of Champion Hill.</p>

Key Points

DHST will be backing plans for the redevelopment of Champion Hill. This follows a poll of members on whether to support the redevelopment proposals, as submitted by HPG. An unequivocal 94 percent of Trust members who responded to the poll are in support. This provides the Trust a firm position on which to lobby in support of the planning application for the new ground. Following agreement from LB Southwark, DHST's formal response will be put in at a later date (but still in advance of committee) to allow us the chance to take full advantage of the process. A request to speak in front of Councillors at the committee meeting will be requested as part of this submission. We have also developed an internal communications and lobbying script that we are using in the coming months as and when we meet other stakeholders.

Clearly, there is much work to be done on securing the future of the Club in East Dulwich. The Trust has done all that it can within its power to support this objective this year, hence the A output marking. However, we recognise there are still uncertainties, which we will continue to work on in the coming year.

Summary of responses to issues raised in previous annual reviews – June 2015

The June 2015 recommendations were:

- The main priority is for the Football Club to resolve the ownership / lease issues of Greendale Fields. No resolution on the future of this land could risk the proposed redevelopment and consequently jeopardises the future financial sustainability of the football club. We shall continue to lobby both HPG and Southwark Council to resolve this contentious issue.
- Maintain open dialogue with Hadley as they move towards submitting a planning application to ensure that the club and its fans are given the security required to remain at Champion Hill or an immediately adjoining site.

Progress on June 2015 recommendations

An automatic right to renew the lease on Greendale Fields exists on the condition that the lessee does not neglect the terms of the lease. Southwark Council has served notice for the lease to be terminated and returned to the care of the Borough, and Hadley has in turn applied for the lease to be renewed. Both parties have seen no need to progress this matter through legal channels until after the planning process has been followed to a conclusion.

The Trust has made clear throughout the process that one of the single most important issues for DHFC's fans is the need for a longer lease, which in principle grants the club more security of tenure. This is something Hadley have agreed with in principle since the beginning of said planning process, and recognise that only a 99-year lease (minimum) can deliver this. The MoU signed by Hadley and DHST notes that every endeavour to secure a longer lease will take place once planning permission has been granted. Hadley have at this time, there is no resolution.

On the second recommendation, the Trust has maintained an open dialogue with Hadley throughout this year as they have made further progress on the plans. However, it was disappointing that the planning application was submitted without prior notification to the Trust (as had been agreed to allow us more time to prepare the poll of members), but we will continue to work with Hadley as the process continues to ensure communication continues to improve.

New recommendations

- A key priority remains is for the Football Club to resolve the ownership / lease issues of Greendale Fields. No resolution on the future of this land could risk the future sustainability of the Club. We shall continue to lobby both HPG and Southwark Council to resolve this contentious issue.
- Submit our formal comments on the ground redevelopment well ahead of Southwark's planning committee, and request to speak in front of Councillors.
- If the planning application is successful, then the Trust will work with Hadley and their contractor to ensure that the delivery of the new ground meets the needs and expectations of the Club and the Trust's membership. Should the application be unsuccessful, then the Trust will work with Hadley and the Club in whatever capacity is deemed relevant through the planning appeal process.

C3: DETAILED OUTPUT SCORING

Output Title	DHFC has strong links with its surrounding community		
Output number per LF	3	Output Score	A++
Risk:	Low	Impact weighting (%):	10%
Risk revised since last AR?	N/A	Impact weighting % revised since last AR?	N/A

Indicator(s)	Milestones	Progress
The Trust promotes the club at local fairs (incl. Freshers' weeks)	Attend 2 fairs	The Trust was present at the Lambeth country show in July 2015 and the Goose Green fair in May 2016. We were also present at a library open day at the Carnegie library. This presence gave the club increased visibility in the community. The free ticket offers provided by the Football Committee would also have played a major role in attracting new fans to the club.
Email addresses collected of potential new fans	700 name mailing list (i.e. 100 more)	We collected 400 emails in 2014, and 181 more at the 2015 fairs. We collected a further 48 email addresses at the May 2016 Goose Green fair. This is a total of 629 email addresses. The Lambeth Country Show in July 2016 will almost certainly see us exceed 700.
Poster partners expanded	Poster partners expanded	Posters are produced monthly and left at the 12 th Man stall and in the bar for fans to collect and put up where they so wish. They are also published on our website and Tweeted.
Actively support and promote regional and national campaigns that tackle racism, sexism and homophobia in football	Engage with national campaigns that tackle homophobia and sexism in football, e.g. FARE	<p>DHST helped the Club celebrate Non-League Day in October 2015 by supporting publicity. This initiative encouraged over 2000 fans to visit Champion Hill, and the Club agreed to donate all proceeds (after costs) to the British Heart Foundation and a local mental health charity, Cooltan Arts. October also marked Black History month, when DHST helped organise and fund a permanent display in our club house honouring some of the many black players to have greatly contributed to the history of our club.</p> <p>A significant proportion of our campaign work this year focused on the humanitarian crisis in Calais. DHST supported an independent fan-group (Dulwich2Dunkirk) with publicity and logistics to enable Hamlet fans and others in the local community to drop off provisions to be delivered to Calais. It's fair to say that we were overwhelmed with the response and supporters (including Trust Board members) then made multiple trips to Calais to deliver the items. This informal group of volunteers at the Club has continued to raise awareness and fundraise. Whilst many of the larger football clubs provided some level of help, it was the Hamlet that was praised for acting first and providing such a big response as comparatively small club. ITV news and the Guardian once again paid tribute to the clubs efforts.</p> <p>In February 2016, we worked alongside Southwark Councillor Jasmine Ali and the Club to help organise a charity match versus Assyria FC to raise funds for the Southwark Refugee Communities Forum Council and the British Red Cross Syria Appeal. Another great event saw over £2,600 raised for good causes and brought together the community with local businesses who also did their bit to support the event.</p> <p>Finally, we sponsored and helped organise the friendly at the end of the season with the Club's new charity partner for 2016/17, Football Beyond Borders.</p>
Work with football committee to target free tickets for underrepresented groups from the local community	Free tickets targeted for postcodes with high % of BME groups	We decided not to pursue the option due to the amount of time and effort it would require to deliver a mailshot to chosen areas. Instead, we have provided contacts for local schools to the Football Committee, who has in turn coordinated with them on providing free tickets. We have also pushed the free ticket offer for local community groups in our regular contribution to the Southwark Council community email update.

Key Points

The Trust's work in reaching out to the community and encouraging more fans to Champion Hill has been an overwhelming success in 15/16 and has exceeded all expectations again. Average attendance for the season was 1343 (up from 665 since 13/14). We have engaged frequently with members of the Football Committee on many community outreach issues (as outlined in the box above). These continued efforts on reaching out to the community and promoting diversity have continued to catch the attention of the national media, e.g. the Guardian. Our work has also been recognised by international media, e.g. articles in the largest German football magazine (11Freunde) and the Norwegian Financial Times.

This work has been rightly rewarded with two awards at the end of the season. Firstly, the DHST Board nominated *all* volunteers at the Club for Southwark Council's Civic Awards. These recognise excellence in active citizenship. The Council agreed with our nomination and awarded all volunteers at the Club with the Liberty of the Old Metropolitan Borough of Camberwell. In bestowing the award on the Club, the Council commented that "the volunteers at Dulwich Hamlet Football Club are clearly delivering a rich social dividend for the community and are most deserving of this honour."

Secondly, the Club scooped the Football Foundation Community Club of the Year Award at the National Game Awards held last week. The award recognised the contribution made by the Club and its volunteers to connect with all parts of the local community. Clearly, this award for all at the Club, but the work that DHST continues to do plays a significant role in this achievement.

This repeated exceptional performance on working in the community justifies the A++ mark for this output.

Summary of responses to issues raised in previous annual review – June 2015

The June 2015 recommendations were:

- Work with Hadley to improve facilities at the club to be able to cope with the increased attendances at games. For example, build further on the major improvements made this season in the bar and continue to urge the club to provide more affordable food options.
- Work with the Football Committee and relevant other groups to potentially mark Black History Month.

Progress on June 2015 recommendations

We have continued to raise concerns about the organisation, selection and pricing of food and drink options at the ground on matchday (including meeting the bar manager). Improvement to food provision have been made (albeit pricing remains an issue), but the organisation of provision of alcoholic drinks has not kept up with the growth in crowds. This has partly been due to licensing restrictions, but we still believe more can be done to improve the situation, but unfortunately making changes is not within our direct control. The 2nd recommendation was clearly delivered.

New recommendations

- Continue to work with staff at the Club to improve the operation of the bar on matchday.
- Explore how the Trust can support initiatives with the Club's 2016/17 charity partner – Football Beyond Borders, and consider ideas for supporting other national and local issues or causes.

C4: DETAILED OUTPUT SCORING

Output Title	DHFC has a growing Supporters' Trust that communicates regularly with its members		
Output number per LF	4	Output Score	A+
Risk:	Low	Impact weighting (%):	10%
Risk revised since last AR?	N/A	Impact weighting % revised since last AR?	N/A

Indicator(s)	Milestones	Progress
Grow the 100 Club fund	40 players and £300 pm	We now have 35 different individual named players and take £261 per month in contributions. This target has therefore not been met, and publishing this further in the next year is a priority.
Increase merchandise income for the Trust	Increase average by 10% compared to 14/15	Total sales have risen from £7,900 in 2013/14 to over £10,000 in 2014/15, and now £30,700 in 2015/16. This tripling of sales has therefore far exceeded our expectations. In order to cope, we have invested in a new club shop (the "Mega-Container") and are also currently working on a new online operation. This hopefully will take some of the pressure away from time pressed Board members.
Board and AGM Minutes published within ten days of the meeting	All Minutes made public within 10 days	7 out of 10 of the Board meeting Minutes held since the 2015 AGM have been published within this deadline.
Members' newsletter published 3 times a season	Newsletter published 3 times a season	A newsletter was published early in the season, with further issues in January and May.
Increased publicity in local paper and presence expanded onto other platforms	DHST quoted two more times in local media.	DHST has been quoted in the South London Press recently on the ground proposed redevelopment. We have also been quoted in other items, e.g. Darren (Vice-Chair) was interviewed for Supporters Direct podcast, and Duncan (Chair) has been interviewed by the BBC online Non-League show and BBC London. We have also maintained our column in the SE22 magazine, and have expanded to have regular items in Southwark Council's regular community email updates.
Social media channels are updated regularly	At least 4 Tweets per week on DHST or wider DHFC news	We have exceeded this target with 357 Tweets being sent since the last AGM (July 2015). The account is primarily used to Tweet about news and events directly relating to the Trust's work. It is not used for score updates or broader DHFC news as there are plenty other outlets for this.
Membership is expanded	90% of DHST members have renewed	<p>The Trust had 286 members at the end of June 2015 (ahead of the last AGM). This increased to 371 by the end of January 2016, when the old membership period expired (2014-16).</p> <p>A new rolling annual membership system was introduced in February 2016, and several emails sent to existing members encouraging them to renew, as well as articles on our website and in the January 2016 newsletter. Current membership now stands at 280 (as at 26 June 2016), which is a mixture of renewals and new members.</p> <p>Membership is therefore at a similar level (6 fewer) compared to last year. The indicator therefore has been achieved compared to membership levels at the last AGM, but not compared to the final figure for membership in January 2016.</p>

Key Points

The number of Trust members is similar to this time last year. A drop off in the middle of the year was unavoidable due to the end of the fixed membership period on 31 January 2016 (for 2014-16 period). Under this previous cycle, supporters joined the Trust for a set membership cycle of two years, which starts and ends on the same date for all members, regardless of when they joined.

The Board recognised that this arrangement prejudiced those who join later in a membership cycle. The Board therefore took the decision to simplify the membership process and invest in new software to

automate everything so we can cope with membership ending at different times. Members now become members for a full one-year period from when they join, rather than having to fit in with a fixed membership cycle. This is line with the majority of supporters' trusts across the UK. We also introduced a new rate for concessions (seniors 60+, full-time students and unemployed).

The merchandise operation has grown exponentially in recent seasons, and has taken an increasing proportion of Board members time to manage. This growth meant that the Mega-Shed had become too small for the demand on a matchday, and the online operation was becoming too much to manage for volunteers to run. We have therefore invested in a shipping container, and hard work by Board members, and many other volunteers, has enabled this to be converted into a new club shop (the Mega-Container).

The tripling in merchandise sales and the improvement in the membership system is the main reason why we judge that we have exceeded in this output and have scored it as an A+, despite targets not being met on the 100 Club and time taken to publish minutes.

Summary of responses to issues raised in previous annual reviews – June 2015

The June 2015 recommendations were:

- Agree with Hadley how to manage merchandise sales in the future, as the Trust's capacity is struggling to cope with the increased demand.
- Promote a membership drive towards the end of 2015 to encourage renewals and new members.

Progress on June 2015 recommendations

We sought an agreement with HPG to expand our presence at the ground, which they kindly agreed to. We are also grateful for HPG for agreeing to cover 50% of the costs of the Mega-Container by foregoing their 50% share of profits on merchandise sales at the ground until these costs are covered. This has now been realised.

We wrote to current members several times to encourage members to renew and also pushed this on social media, our website and January newsletter. We also ran a recruitment drive for new members at the last game of the season.

New recommendations

- Advertise and promote the 100 Club to increase membership and contributions.
- Encourage more fans to join the Trust.

C5: DETAILED OUTPUT SCORING

Output Title	DHFC has an ownership model that involves supporters/community either fully or partially		
Output number per LF	5	Output Score	A
Risk:	Medium	Impact weighting (%):	25%
Risk revised since last AR?	N/A	Impact weighting % revised since last AR?	N/A

Indicator(s)	Milestones	Progress
Engage with other fan owned football clubs	DHST model fully developed and ready to be deployed when appropriate	Discussions have taken place with other fan owned clubs to fully understand the model of a fan owned club and ensure that our business model is robust and accurate to ensure we have a viable club going forward. We are particularly thankful for ongoing advice from AFC Wimbledon, FC United and Enfield Town. The model is not yet fully developed, for example, discussions are continuing with HPG on how the operations of the leisure facility will work.
Regular liaison with supporters direct	Meet every 6 months	Supporters Direct provided valuable advice on the drafting of the Memorandum of Understanding. James Mathie, Club Development Manager at SD, chaired the final meeting between DHST and HPG when the MOU was finalised. We will continue to draw on their invaluable advice in the coming year.
Produce report and discuss options with Hadley	Due diligence on preferred option undertaken	If ownership of the club is transferred to the Trust, DHFC would continue to be owned and operated by DHFC Limited, which in turn would be wholly owned by Dulwich Hamlet Football Community Mutual Limited (DHFCML). DHFCML is a Community Benefit Society incorporated under the Industrial and Provident Societies Act 1965, and registered with the Financial Conduct Authority. The public face of DHFCML would be the Dulwich Hamlet Supporters' Trust. This is the method of ownership recommend by Supporters Direct.
Trust constitution amended to enable the Trust to fully or part own the football club	Constitution changed	The Trust initially considered updating the Rules of DHST to adopt the Supporters Direct 2014 Rules for a Supporters Community Mutual. For this we would have needed a majority of the Trust's membership to vote to do so. A number of discussions have since taken place with Jacqui Foster and James Mathie of Supporters Direct. There are a number of specific rules within the 2014 model that could be adopted, dependent on how and when the current owners decide to hand over the football club. However, it was decided at the board meeting of 20 April 2015 to retain the existing rules on the basis that they are fit to allow any handover from the current owners and the timing and basis for that handover is still to be clarified.

Key Points

The Trust has been able to gain access to some financial information which has enabled us to assess how the Club is currently financed. This information, along with information gained from Supporters Direct and other fan owned clubs has enabled us to start to put together a business plan for the club. Good progress has been made and we are finalising the income streams and expenditure to ensure accuracy and ensure the model is ready to be implemented at any time. Further work is required to ensure we end up with a robust plan, particularly on the Club's relationship with other stakeholders, e.g. the future operator of the leisure facility.

We are therefore broadly on track in ensuring DHST has plans in place to successfully transition Dulwich Hamlet into a fan-owned club. The work undertaken to date justifies an A for this output. However, we recognise that more work is required in order to be fully in position to put the Club into fan ownership.

Summary of responses to issues raised in previous annual review – June 2015

The June 2015 recommendations were:

- Develop the business plan as a priority in the 2nd half of 2015. This assumes that Hadley are willing and able to provide the information required on current financial operations and the proposed business plan for the leisure facility.

Progress on June 2015 recommendations

We have made progress on this recommendation, but as outlined above this remains a work in progress. Not least, closer working with the proposed operator of the new leisure facility is required.

New recommendations

- Continue to engage with HPG to fully understand the existing operating model for the Football Club, and understand the financial position as at the date the Trust assumes control.
- Coordinate with HPG in order to open discussions with the proposed operator of the leisure facility to ensure that the final agreement meets the needs of a fan-owned Dulwich Hamlet.
- Continue to engage with Supporters Direct and other fan owned clubs to ensure our business model uses best practice from other similar clubs.

D: RISK

Overview of risk to DHST achieving objectives: Medium

The average risk rating to achieving our objectives is medium. There is no need to alter this at this stage. The highest risk for DHST achieving its overall aim for the club is the security of the ground at Champion Hill and the overall proposed redevelopment. Uncertainties still remain, notably on the security of tenure on Greendale Fields. We will continue to work with HPG and Southwark Council to bring about a resolution.

E: MONITORING & EVALUATION

Evidence and evaluation

The evidence for this review is based on input from Board members.

Guide to the Annual Review

The Annual Review is part of a continuous process of review and improvement throughout the programme cycle. At each formal review, the performance and ongoing relevance of the programme are assessed with decisions taken by the spending team as to whether the programme should continue, be reset or stopped. The Annual Review includes specific, time-bound recommendations for action, consistent with the key findings.

The Annual Review assesses and rates outputs using the following rating scale. The overall output score takes into account the weightings and individual outputs scores

Description	Scale
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Teams should refer to the considerations below as a guide to completing the annual review template.

Summary Sheet

Complete the summary sheet with highlights of progress, lessons learnt and action on previous recommendations

Introduction and Context

Briefly outline the programme, expected results and contribution to the overall Operational Plan and DFID's international development objectives (including corporate results targets). Where the context supporting the intervention has changed from that outlined in the original programme documents explain what this will mean for UK support

B: Performance and conclusions

Annual Outcome Assessment

Brief assessment of whether we expect to achieve the outcome by the end of the programme

Key actions

Any further information on actions including timelines for completion.

C: Detailed Output Scoring

Output

Set out the Output, Output Score

Score

Enter a rating using the rating scale A++ to C.

Impact Weighting (%)

Enter the %age number which cannot be less than 10%.

The figure here should match the Impact Weight currently shown on the logframe

Revised since last Annual Review (Y/N).

Risk Rating

Risk Rating: Low/Medium/High

Enter Low, Medium or High

The Risk Rating here should match the Risk currently shown on the logframe.

Where the Risk for this Output been revised since the last review (or since inception, if this is the first review) or if the review identifies that it needs revision explain why, referring to section B Risk Assessment

Key points

Summary of response to iprogrammessues raised in previous annual reviews (where relevant)

Recommendations

Repeat above for each Output.

D Risk

Output Risk Rating: L/M/H

Enter Low, Medium or High, taken from the overall Output risk score

Overview of Programme Risk

What are the changes to the overall risk environment/ context and why?

Review the key risks that affect the successful delivery of the expected results.

Are there any different or new mitigating actions that will be required to address these risks and whether the existing mitigating actions are directly addressing the identifiable risks?

Any additional checks and controls are required to ensure that UK funds are not lost, for example to fraud or corruption.

E: Monitoring and Evaluation

Evidence and evaluation

Changes in evidence and implications for the programme

Where an evaluation is planned what progress has been made

How is the Theory of Change and the assumptions used in the programme design working out in practice in this programme? Are modifications to the programme design required?

Is there any new evidence available which challenges the programme design or rationale? How does the evidence from the implementation of this programme contribute to the wider evidence base? How is evidence disaggregated by sex and age, and by other variables?

Where an evaluation is planned set out what progress has been made.

Monitoring process throughout the review period.

Direct feedback you have had from stakeholders, including beneficiaries

Monitoring activities throughout review period (field visits, reviews, engagement etc)

The Annual Review process