

AFCW PLC
Minutes of Board meeting held at 7.30pm
On Thursday 22 July 2021
(Online meeting)

Board Members

Iain McNay (Chair)
Ed Leek
Hannah Kitcher
Jane Lonsdale
Joe Palmer
Charlie Talbot
Xavier Wiggins
Mick Buckley

In attendance

David Charles (Secretary)
Tom Mak

1. Introduction and apologies

- Nick Robertson sent his apologies in advance of the meeting.
- Jane Lonsdale unable to join first part of the meeting.

2. Minutes of the meeting 5 May 2021

- The minutes were confirmed as accurate and approved.

3. Matters Arising

- There were no matters arising.
- **MB** noted that some follow ups were still to be actioned and **JP's** suggestion that action points could be listed in real time and distributed after the meeting was agreed by all.

4. CEO's Report

Season Tickets

- JP reported that current season ticket sales were at 3600 and the major focus was on increasing sales and the successful implementation of the Scunthorpe and Bolton test events.
- 1100 reserved seats were still to be converted to season ticket sales. He believed Covid was holding people back.
- He anticipated converting 100 debentures + 400 Kingsmeadow season ticket holders.
- The sales strategy includes personalised phone calls and targeting new supporters. 30,000 leaflets will be distributed by 20 volunteers.
- **JP** was concerned a DCMS review in early August may contain more covid protocols which would have impacts.
- **XW** suggested we engaged community groups to widen the fanbase. **JP** agreed that the first couple of games can be used in this way.

- **JP** noted that once people have been to a game and sampled offerings e.g. hospitality, sales will pick up.
- Scunthorpe ticket sales were currently on track, targeting 4000 but need minimum of 3500.
- JP provided an update on the alcohol licence.

Marketing/ Ticketing/ CRM

- **JP** set out his proposal for reorganising the marketing/ ticketing/ CRM role
- His proposal was to hire a stadium ticketing consultant 2.5 days per week who will be able to work with staff in ticketing and marketing, and to hire a receptionist for admin support, greet visitors, assist with ticketing and take and direct calls.
- **JP** also looking at opportunities to work with the Government Kick start scheme.

Volunteers

- **JP** explained recruiting volunteers was more challenging. An announcement of available volunteering opportunities was going out tomorrow which would encourage new volunteers to come forward.
- **XW** noted the recent request for matchday hospitality volunteers. There are initiatives in the pipeline to recruit and recognise contributions of volunteers.

20:20 JL joined the meeting

Stadium

- **JP** noted that the air conditioning in the events space was not cooling effectively. The costs to rectify the problem were discussed. **JP** will submit a proposal for approval.
- Additionally, with the south stand fan park coming a power upgrade was needed. **JP** will develop a proposal for approval.
- **JP** noted there are still issues around IT and audio visual generally and specific to the event space. **JP/CT** and David Grows to have a follow up discussion and develop a proposal.
- Work continues on the East Wall and polycarbonate panels and turnstiles had been delivered. The 5-a-side pitch under construction.
- **JL** mentioned that she had noticed a lack of electrical plug points in meeting rooms, nails and screws on the stand floors and a lack of sanitary products in ladies' toilets. **JP** noted the points raised and said that Buckingham will be doing another sweep around the stadium and additional plugs can be installed if required.

Stadium/ Commercial

- **JP** updated on the naming rights deal. **MB/JP** agreed that we should pause and relaunch the naming rights proposition when potential partners can see a full stadium in action.
- **JP** noted that the new back of shirt deal has been agreed with increased revenues. Hospitality sales are going well, and the new telesales employee has made a good start. **XW** asked how progress was being measured and it was agreed that **XW/JP** would discuss further.

- **MB** congratulated the commercial team on progress made in difficult circumstances. **JP** concurred and said that more commercial revenue would emerge when people are back in the stadium and wondered if videos would be created to help sell remaining boxes and event space? **JP** is waiting for the suites to look better and for Elixir's marketing video, coming next week.
- In response to a question from **MB**, **JP** provided an update on commercial invoice payments.

Football

JP updated on the current contract negotiations.

- It was agreed that Will Daniels would present the football panel's approach to recruitment and scouting at a joint board meeting. Date to be confirmed.

CT left meeting at 21:34

Foundation

- **JP** noted the collaboration between the club and Foundation on the 4x9 project. Project will launch in September with every year 4 child having a shirt by the end of the Christmas term.

London Broncos

- **JP** updated noting work would now start on a long-term detailed agreement with them, noting that an operational plan and Safety Advisory Group (SAG) agreements would need to be deployed.

Ladies

- **JP** updated noted the investigation of costs/logistics of ladies playing at Plough Lane. He will prepare a paper and send to PLC board members.
- He noted the impact on the pitch and opportunity costs were unknown at present.
- A new Ladies GM role had been scoped. The role was essential for the ladies to move forward. **MB** was supportive but suggested waiting until there was more visibility on other revenue lines. **EL** advised that an upfront investment would be required. No decision was made about the recruitment.
- **JP** advised on the sponsorship value.
- **XW** suggested that crowdfunding could also be utilised to raise funds.

The PLC board expressed their gratitude for the detailed report from JP and noted the very strong retail figures emerging.

Management Accounts

TM presented accounts for the 12 months ending May 2021, noting the full financial year ending June 30 will be available next month.

TM noted the detailed operational cash flow will be available shortly.

Stadium refinancing

- The PLC discussed the latest position on stadium refinancing and the work of the finance committee.

Update on Governance Review and Strategy review

- **JL** advised the DTB had gone through a Governance document at its meeting last night which would be updated to incorporate their comments and then shared before the next PLC meeting.
- **XW / JP** updated on the strategy review noting the current strategy survey draft would be reviewed, then a final version produced before it will be circulated to members with some additional questions.

Corporate responsibility/ethics Committee

- Conversation deferred until Nick Robertson in attendance.

Development Committee

JP updated the board on the recent work of the committee.

Risk Register

- **IM** has asked Roger Evans to look at this. After discussion it was agreed that **IM** would ask Roger Evans for a one pager encompassing scope by the August PLC meeting. He will also ask him if the work can be completed by the September PLC meeting.

AOB

- **DC** will circulate an email tomorrow with agreed action points from this meeting.
 - **MB** volunteered to write up the minutes on this occasion.
 - **IM, XW, JL and MB** to discuss appointment of a new company secretary.
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- **Date of next meeting August 19 at 19:30 on Zoom**