

AFCW PLC
Minutes of Board meeting held at 7.30pm
On Thursday 16 September 2021
(Online meeting)

Board Members

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

In attendance

David Charles (Secretary)
Tim Hillyer
Luke Mackenzie
Tom Mak

1. Introduction and apologies

- **EL** sent his apologies in advance of the meeting.
- **JL** would be joining the meeting later.

2. Minutes of the meeting 18 August 2021

- The minutes were confirmed as accurate and approved.
- It was agreed some redaction was required due to personal and commercially sensitive information.

3. Matters arising not on the agenda

- Following a question from **MB** about a financial update, **TM** advised there was an update in the board report on key metrics to date and the formal monthly management accounts were being finalised.
- **JP** explained the issues with the company who had been expected to deal with DD payments. It was noted a significant number of fans were unaware the club had moved to the Secutix payment plan, and their payments had not been taken. **TM** confirmed he expected the issues to be fixed soon and payments would be taken without fans having to take any further action.
- Discussion took place about the answering and response time for phone calls and emails. **JP** explained that to provide a good level of service a call centre was required that could be switched on and off when required. Discussion took place about upgrading the phone system and in the meantime, **JP** would arrange for more staff to answer the phones.
- The board discussed the Papa John's Trophy and the stance taken by the DTB in 2019. At the next DT SGM **CT** and **LM** were putting forward proposals for a vote that the club's future stance.
- The football committee and development group will present to the board members and **DC** would liaise with **JP** in arranging a date.

- **JP** explained the difficulties in having a set figure for the ground's capacity. Because of issues at the away end capacity had been reduced by 450. He explained the need to comply with the requirements of the Police, Sports Ground Safety Authority and building control. He set out the additional building work required.
- In answer to **CT's** question about the number of empty seats, **JP** advised only 65-70% of STs were attending. **JP** acknowledged further communication was required about how fans should inform the club if they were not attending the game, and he planned for a simpler system where fans could log in to their account and release the tickets themselves.
- In order to solve some of the problems with the DT data JP advised the club were trying to get someone from Secutix to come in for the day, and would ask John Stembridge to join to discuss the issues.

4. CEO's report

- The board asked **JP** to include in future reports details of who had provided what information.

Ticketing

- **JP** set out the reasons why there continued to be issues with ticketing generally and that communications will be sent out. This was discussed at length and the board noted their investigation is in hand.

Pub

- **JP** advised it had been agreed in the short term the club will maintain control and management of the pub. This will include exploring opening, and also having food vehicles, on non match days. Some caution was expressed to ensure match days were finalised first before considering opening more widely.

Organisational structure

- **JP** presented a proposal on staffing resources to meet expanding demands. The board discussed the financial implications with reference to the business plan.

IT projects

- The board noted the progress being made and that work was about to start on getting all the televisions throughout the stadium onto the IT system, and Sky Sports would be available in hospitality rooms, boxes etc.

Marketing

- **JP** advised that the marketing plan was ready to be rolled out, the website and brochures had been finished, and advertising was ready for Christmas.

Football

- The board noted that John Stanley had taken over from **DC** and was being appointed as a club director.
- **JP** updated the board on player contracts.

Diagnostic centre

- **JP** brought the board up to date with plans for the centre, and will circulate a proposed business model when drawn up.

Education programme

- **JP** had had a productive meeting with a potential provider. The programme will be launching in the next two weeks.

Covid

- In answer to a question about vaccine passports, JP noted they were not required at that time, but this will be kept under review. If required, we are likely to need a larger stewarding resource.

5. Communication Strategy

- The formal review of the strategy document was ongoing.

6. Stadium Re-Financing

- **JP** outlined the progress made with potential investors.

7. Seedrs follow through

- **JP** confirmed the project is not moving as quickly as hoped. Approaches have been made for volunteers but there has not been a huge response to date. **JP** and **XW** will meet shortly to progress this.

8. Governance Paper

- No further drafts had been circulated since the last meeting, although information from the development group needs to be added by **XW**.

9. Risk Management Paper and Draft Risk Register

- Roger Evans will be asked to update this with further risks identified by **JP**.

10. Any other business

- **JL** highlighted the need for a register of conflicts of interest for propriety and good governance. **DC** to ask David Grown for information on the similar register for the trust.
- The board discussed the need for a volunteer to coordinate the coaches for away games. An advert will be put out.

11. Date and location of next meeting

Thursday 21 October 2021 at 19.30 on Teams.

