

**AFCW PLC**  
**Minutes of Board meeting held at 6.30pm**  
**On 17 February 2022**  
**(online meeting)**

**Board Members**

Iain McNay (Chair)  
Kris Stewart  
Michele Little  
Joe Palmer  
Mick Buckley  
Nick Robertson  
Charlie Talbot  
Xavier Wiggins  
Freddy Flaxman

**In attendance**

David Charles (Secretary)  
Roger Hobkinson  
Tom Mak

**1. Introduction and apologies**

- There were no apologies for absence. FF was welcomed to his first PLC meeting.

**2. Minutes of the meeting 20 January 2022**

- The minutes were approved.

**3. Matters Arising not on the agenda, and agreed action points follow through**

- There were no matters arising not on the agenda.

**4. Development Group update**

Roger Hobkinson joined the meeting and updated the Board on the work of the group and the recent developments. The various projects were work in progress and he would provide an update to the Board with concrete options in due course. The Board agreed **RH** should attend future monthly meetings to keep them informed of progress.

**5. Finance**

- **TM** had circulated the monthly management accounts prior to the meeting.
- There were a number of outstanding issues to be resolved. Conference was an at risk element and Elior had been asked to provide a revised forecast to the end of the financial year which would include estimated future business.
- A number of games in January had lower attendances than expected which had affected matchday spend, although the Sunderland game had produced a good financial result.

- It was noted ticketing costs were lower than forecast which TM explained was due to less printing and posting of match tickets. It was hoped the appointment of a new sales manager would make a very positive impact on sales.
- A discussion took place about donations to WAW and the Dons Draw. There was some uncertainty as to whether income from these two areas had dropped and if so by what degree. TM agreed to look at the figures again and report back to the Board.
- **CT** provided an update on investors and refinancing. He reported the Bond had reached over £2m and was continuing to grow. There would be a further push, including more widely in the press and it was hoped to reach a new target of £3.5m. An update of potential investors was provided and although two had dropped out there was another potential investor.

## **6. CEO's Report**

JP covered the main operational issues arising out of his detailed report.

- Ground sharing had meant a heavy impact on the pitch especially in January which had seen a lot of matches played at the stadium. It was expected the second grow light would be beneficial especially in advance of the Continental Cup which the club was hosting on behalf of the FA.
- The use of the stadium by both the Ladies team and the London Broncos was discussed.
- A full discussion ensued about the Diagnostic Centre, Education Hub and third floor fit-out submissions. It was agreed that Spencer, who was leading on the Education Hub, should be invited to attend the March meeting to provide more information about what was involved.
- The Board noted from his report the position about football including the winter transfer window which led to a further discussion.
- The outsourced call centre was due to start shortly which would assist in several areas.
- The Board had a detailed discussion about the options of direct debit plans for season tickets in the 2022/23 season. Prices for the following season were yet to be decided and KS noted the previous commitment to survey the fans on season tickets was still to take place and would be followed up very soon.
- It was noted the merchandise target for the financial year had been met in January and thanks were extended to the club staff working in the shop.

**JP** updated the Board on the swipe stations that had been introduced in the East and West stands which had speeded up service, the 9 Year show, and the Winners

CRM and data project. A safety fence had been installed behind the West stand and electricity station at no cost to the club.

Staff resourcing was discussed and it was noted an IT contractor would be starting shortly to provide extra assistance. Recruitment for the marketing executive had resulted in 100 applications being received with a number of strong candidates.

### **7. Future Minute taker**

A new minute taker is required after this meeting is completed. **ML** to pursue with **MN** who is already looking at DT meeting minute taker volunteers.

### **8. AOB**

None.

### **9. Date and location of Next Meeting**

Following discussions on several options it was agreed the next meeting would take place on 17 March 2022 at 4.00 pm at Plough Lane, with **FF** online.

The meeting concluded at 9.30 pm

Signed

I McNay, Chair