

Summary minutes of AFCW PLC Board meeting 15 Dec 2022

Present: Mick Buckley, Iain McNay, Nick Robertson, Kris Stewart, Charlie Talbot, Michele Little, David Charles, Luke Mackenzie.

DTB observers: Graham Stacey.

1. **Apologies.** None.
2. **Matters arising.** Covered in agenda.
3. **Jamie Johnston.** Discussion around Recruitment targets for January with JJ2 providing an updated summary of potential target players given for each position with pros and cons for each.
4. **Johnnie Jackson.** *What's going well?* Current run of results and form is most pleasing, especially defensive solidity and clean sheets. Consistency of starting eleven has helped. Discussion about what JJ needs in January to strengthen the bench.
5. **Report from MD.** Danny Macklin introduced Laurie Hill, the new club Financial Controller to the board.

DM's is planning a detailed strategy paper to be brought to the Board in January, with his thoughts on how we can drive revenues across all business areas. Short term there is a target to sell 100 half-season tickets; matchday ticket sales are on an upward trend. Retail sales are in a strong position, but there needs to be a quick switch on kit provider after Elite went into administration.

DM said that a working party to examine the matchday experience will be instituted in January. This is linked to what will be done to the second floor. There are various pots of money which have been allocated for the improvements which are required for the second-floor project.

DM visited Rotherham and Sheffield Wednesday to look at their education provision with Spencer.

Last Sunday of April will be Club Gala Dinner; more details and publicity in January. DM has a meeting next week about the Charity Match will take place May 14th.

6. **Finance.**
Investors update: ongoing discussions continue.

Updated cashflow: appreciation shown for the detailed breakdown. There are no worrying trends nor any major changes.

Management accounts: The updated risks and opportunities figures will be distributed in about a week's time. A recommendation will be made by MB to the PLC Board and a Zoom meeting will be held to agree the playing budget before January.

Finance Committee report: was noted. Thinking around first bond repayments in 2025 continues.

Development Group: MB met Roger and NR has also met some possible candidates to strengthen the Development Group.

7. **Action points to follow through.**

Key areas discussed: List of CapEx projects; Club charter; D&I and other NED board reps; Risk Report; completion of Seedrs rewards; Women's team.

8. **D&I.** DC has circulated two necessary documents to keep the Board informed.

9. **Safeguarding.** Nothing to add.

10. **DLAG and Foundation.** The Board discussed briefly the separation of DLAG from the Foundation and progress on their submission to the Charity Commission for their own charitable status.

11. **Dates for next PLC Board meeting.** Have been circulated. Next 14.30 19 January.

12. **A.O.B.** Thank you very much to departing members of the PLC Board. KS said words of appreciation for IM's long-standing chairing of the PLC board.