

**Q &A Meeting**  
**Bath City Supporters Society Meeting**  
**Tuesday 4<sup>th</sup> April 2017, Charlie's Bar, Twerton Park**

Martin Powell, chairman, gave a brief update of the following, further information of which can be found in the Meeting Reports from the past committee meetings:

- Society strategy post Bid
- Links with other clubs – findings will be shared in due course
- Society committee changes in personnel
- The Society's role in the lead up to the club's AGM
- Working group activities
- Changes to the Society membership year
- Delivery of Community Ownership benefits
- Sponsorship of Saturday's match
- Recent survey of supporters

Comments were passed from the floor as to the free tickets to a match that were handed out to all those that attended the second screening of I, Daniel Blake. It was explained that this was seen as a prime opportunity to get people that have not perhaps been to a match before to come down and watch a match at Twerton Park but lessons would be learned and we may not give as generously next time.

Questions were raised as follows:

**In 100 days time, what do you want to say that you will have achieved?**

The Board to have set the playing budget for next season

Medium term financial projections set

The new GM to be in role (already in place)

Revisit the relationships within the club and clarify the role of each – Supporters Club, Society, Foundation, Bath City Youth FC, Academy

Ensure that all groups are talking together and that agreed targets are set for all

1000BC – plot the year ahead activities for 'occasion matches' in line with fixture list

Student ambassadors have been appointed to help increase footfall on student days and regular matches

Family Day – was a success with good uptake from Moorlands Schools, The Foundation and families in general. Repeat next year and add a rolling agenda of schools to target.

Season Ticket Marketing - last season 137 were sold but there was no early bird offer this coming season aiming to get 200

Shadow board planning meeting to discuss Values and Vision for the club to ensure that all parties are singing from the same hymn sheet.

Working groups will all have a plan and structure - 1000BC targeting average of 1,000 fans every week with wider marketing and sales strategies

Ops - keep everything operational - currently we rely on too few

Community - reach out to local community in Twerton and also Bath in general - more diversity and good initiatives

Re-Development Group - Andy Heighton Standton Plc on board as well for project management and finance

Commercial - to look at hospitality and sponsorship etc

Football and finance -

There is a revised business plan. A full review of the season will be done, both on and off the pitch with an entire strategy to be devised for both to align all of the working groups.

There is a 6-month exclusivity agreement with the developers. They approached the club. The redevelopment agreement will not be in place until all confirmed it is ok to proceed working with them

The Scope of development - it was originally a smaller area and it has now grown to a larger plan. The old plan originally set is no longer in effect or being progressed. We are now looking at adjoining properties as well and will be looking at losing ½ of the current car park as a result. Architects have been approached, they are Bath based and it is hoped that we are able to update further in the next couple of months.

**Have you agreed a playing budget for next season?**

No - the business plan is not yet in place, it will not be reviewed until the end of the season. Hoping to be able to pre-plan for the season ahead more than have been able to previously. (Since meeting it has been confirmed to allow planning to proceed for next season)

Players have been earmarked already but Gary Owers has not made any decisions.

Potentially there will be a little more in the budget for next season.

**A query was raised over the potential need to play away for a season for re-development**

This is something that we are looking to avoid at all costs. The key ambition is to stay here.

**If plan A is the redevelopment of the main stand what is plan B or C?**

Plan A is the agreed strategy

Essential for us to find other sources of funding for facilities for match day and non-match day such as social funding, sporting grants and individuals.

Planners are already supportive of the re-development plans in theory we now need to approach them with actual plans.

Need to build on new revenue for the current site.

**Are there any plans for people to invest now?**

You can always make donations

There is the possibility of another issue of shares after the re-development

The business plan needs to review this in due course

**There was a question about the Year on Year losses for the club**

The revenue is too low, not just match day but the entire club needs to bring in revenue on non-match days as well

An action plan is needed to help drive revenue into the club

We do not have a large community aspect with engagement from businesses in the city - we need to be selling the benefits better.

Power of sport into the community

Anyone with any contacts in business who may be interested in getting involved should contact Heather Thomas (Volunteer Liaison Officer) Bob Chester or Carole Banwell.

**What are the roles and responsibilities of Carole Banwell in her post as General Manager?**

Bringing revenue into the club and making the most of the facilities

Being the central point and to guide the working groups

Match day off the pitch to be more aligned and organised

Support to Bob Chester

Commercial side of the club

Co-Ordination of volunteers and to identify who does what

Clarification given that the working groups are all under the new board

### **What is Bob Chester's role moving forward?**

Bringing in sponsorships and other commercial as before

### **Comments made over the amount of coverage for Bath Rugby v ½ a page for Bath City in Bath Chronicle**

It was explained that we are working on building relationships with the media in Bath to get them excited and enthused about the developments on and off the field at Bath City.

Explained that there is a lot of advertising and so money spent by Bath Rugby with a larger crowd and in big competitions at present so never going to be the same amount of coverage but it will increase in time.

Explanation given of the need to click and share all articles online so that it is seen to be read by lots of people to show the interest for the news from the club is wanted by a larger number than just the home crowd.

### **Can existing shares be converted into community shares?**

Defined amount of shares to sell

Conversion of existing shares on hold

### **How many shares do we hold?**

Some proxy votes

Some in perpetuity

Not within power of any one person to take over

Aim is to be a community owned club

### **Extra redevelopment Question**

Will there be facilities available off pitch during the re-development (ie the bars)?

It's a long-term thing to get them sorted

Not even at the build process so unable to say at this stage

The plans are not detailed enough at this stage.

### **Have James Dyson and Bruce Craig been contacted in regards to supporting the club financially?**

Dyson not interested in community initiatives

Craig is just not into football

In regards to Andrew Brownsword - given up chasing, it's unlikely as he is only likely to want to invest in part of a business.

Reviewed Mr Dunford of Bristol Rovers

Ben Howlett?

### **What is the biggest risk?**

The development does not go ahead

Need to get it past the planners

### **Comment passed that the latest deficit of £90,000 is a bit disappointing?**

It was publicly documented that we were losing money and with investment losses we're likely to increase before we turned profitability around

The weakest part of the budget is the non-match day use of the facilities

In regards to the shirt sponsorship we have 56 on board to date

Is Bob Chester selling boards around the ground? Yes

Was there anyone that could be interested in having the stadium named after them? We are currently in talks with a local firm about this

Main drop in turnover is the bars and we need to enhance the current offering to turn that around  
We need to provide the right range of products – food, beverage and retail  
Spend per head is critical – ie to measure how much each person effectively spends once here  
Need to make it far easier for people to spend money (ability to use card / contactless)  
Season Ticket numbers went down in 2016/2017  
New Early Bird offer is – an extra 5% discount, £5 gift voucher for the shop and 3 free drinks in the bars.

Suggestions given for a Happy Hour on match day, more things on the walls, MOTM presented in the bar

Feedback from the survey issued recently is paramount

Merchandise discussed & difficulty to purchase online (shirts)  
Need to review the how to buy process and need some support for online retail  
It was pointed out that historically, Bob subbed all the stock himself  
Baseball caps requested

When is the £300k loan to be repaid and what if it can't be repaid?  
All debt has a charge on the ground and is repayable in five years

Can we sell shares we already own?  
That would only clear debt if someone wanted to buy them – not really an option

Thanks were passed to the Committee members present, Nick Blofeld & Carole Banwell for being present too. Ken Loach was also thanked for suggesting the layout of a circle for the evening discussion.

Meeting closed at 9.10pm