



Preston North End Supporters' Meeting

Minutes of the scheduled meeting held on Wednesday 16th November 2022 at 6.30pm at Euxton. Note: Prior to the meeting all those present were given a full tour of the Euxton facilities, including the office building and the adjacent first team training complex.

Attendees

Club: Craig Hemmings (PNE), Peter Ridsdale (PNE), Kevin Abbott (PNE)

Supporters Groups: Deepdale Digest, From The Finney, Mooching 1880, PNE-Online, PNEFC Banter & News Facebook Group, Preston Supporters Collective, The Butter Pie Podcast, The North End Gentry, The North End List, The Nose Bag Fanzine

Introduction

Craig Hemmings (CH) opened the meeting with a thank you to supporters for the open letter to the club and stated that he welcomed the opportunity for an honest discussion and debate with supporters in this environment as opposed to a large fans 'forum which are often not as constructive.

CH asked for an honest and open conversation and asked supporters to challenge any answers they feel they need to as that is the purpose of the meeting.

CH introduced the panel and stated the structure of the meeting will follow the points in the supporters 'open letter, with the club panel answering the questions raised in that letter and any further questions from supporters in the meeting.

For ease - in blue below are the summarised "questions" taken from the "open letter".

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Recruitment

The fans felt that summer 2022 recruitment was disappointing:

- Fans questioned what they saw as a lack of structure to the squad, with a lack of a right wing-back (RWB) and an additional striker, when the manager plays a certain system. CH outlined that summer recruitment was not just about players “in” but also about an overhang of players in a squad after a change in manager and the need to get players “out” to free up places and budget.
- Peter Ridsdale (PR) then outlined the club’s recruitment process in the summer, stating he feels the squad is as balanced as it has been for a long time following the summer window.
- PR revealed that the first player the club was due to sign in the summer was a RWB and that the deal was done but he failed his medical.
- PR explained the process in identifying targets within the budget and that the manager Ryan Lowe ultimately decides which players are signed within the parameters set.
- PR explained the use of the company MRKT Insights and their role in identifying players. They provide a list of available players within prescribed parameters for Ryan and the club to look at.
- A supporter said, in response, that they didn’t see the situation explained above in the same light. A RWB should have been brought in and the failure to do so was a poor reflection on the current recruitment set up.
- PR admitted that it is difficult for the manager to get the balance between creating excitement and enthusiasm for fans wanting new players by publicly stating that he wanted a striker and a right wingback, but he knew what the budget was from day one and whether we could get all the targets we wanted. Ryan was happy with the cover he had at RWB.
- PR reiterated that it is ultimately down to the manager to put the squad together and that every player signed in the summer was Ryan’s first choice in that position.
- PR highlighted Ben Woodburn as an example of taking an opportunity in the summer as Ryan wanted him and we got him in early.
- PR explained that there is a balance to be had when bringing players in on loan compared to bringing in permanent players with regards to accepting the terms of their loans and any penalties that may apply.
- PR revealed there were financial penalties with players such as Sepp van den Berg and Lukas Nmecha during their times with the club but we are clear with the manager that his team selection should be on merit only.
- PR stated it was a big summer for the club as the squad had become bloated. 16 players left the club and Ryan and the club are satisfied with the recruitment undertaken. Ryan was clear he didn’t want a big squad but he still has options in all positions.
- When asked if the manager had been told something different at the start of the window to the end of the window as that is how it may have looked publicly, both PR and CH stated that was not the case and that the manager was aware of the budget from before the transfer window and that the budget never changed.

- CH explained that the budget was set well in advance of the summer transfer window and it was up to the manager how it was spent. So, while eight players may have been the manager's ideal, circumstances change and some prices go up, some go down, and then it may be that with the money spent you can only afford six of those, not all eight, or some of your targets just aren't available. CH explained that it doesn't mean that anybody lied, or anyone misled or did anything wrong, just that circumstances changed throughout the transfer window which is often the case.
 - CH stated that the club were hoping to free up space in the budget through some players leaving the club but that did not materialise as the club had hoped in some cases.
 - When questioned about the contracts given to those players the club wished to move on, CH explained that contracts are only given to players when the manager wishes them to have a new contract.
 - CH referred specifically to speculation about his late father Mr Trevor Hemmings deciding on who to give contracts to and who to sign, with CH stating that was not true and this only happened on one occasion, which was done with the best intentions at the time and did not happen again.
 - CH expanded on the recruitment process stating that players had to be the right character to sign for the club and that both Ryan and the club wanted a right wing-back and another striker but the right one could not be found within the parameters.
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- PR then followed up stating that the budget set is the budget and that you can never predict the dynamics of a transfer window and circumstances change.
 - PR explained that a bid came in for Emil Riis. The manager was asked if he could find a suitable replacement with the money available if the club were to accept, Ryan requested that Emil stayed and he did.
 - PR stated that had other players gone out on loan it would have freed up money in the budget but that did not materialise as the club had hoped.
 - PR stated that he felt the club has the least overhang of players for a long time and reiterated the message that if you get three out of five right in the transfer window then you are doing well because there are lots of different facets as to whether a player works or not.
 - PR stated that it is not just transfer fees that can be an issue but it is often the wage demand of players as the squad has a wage structure which works and, apart from a couple of exceptions, all players are in a very similar pay range.
 - PR explained that one player who did become available should Emil Riis have left the club was on three times the wages that most players were on and that would have been unacceptable to have in the squad.
 - When questioned on Ryan Lowe's comments in the media about being given the license to sign two more players, PR stated that he and Ryan spoke every day to go over the targets and the budget throughout the window. That yes, he would have liked two more players. But that the budget didn't change.
 - PR explained that a number of factors played a part in whether more headroom would be freed up as the window went on. This included whether Josh Earl or Tom Bayliss would

still be at the football club or could be moved on and at what cost. This also included Josh Harrop leaving the club. Josh didn't leave the club until the day before the deadline and PR stated that it didn't happen cheaply.

- When questioned whether the manager at the time wanted to give Josh Harrop a three-year contract as he didn't play in the team, PR reiterated that the manager asked for it and the club supported the manager in his decision. CH added that the club did back the manager as he wanted the contract for that player extended.
- PR admitted that there are some players he himself may not have signed if it was down to him during his time at the club, such as a recent purchase for over £1.5million wanted by the manager, who the manager chose not to play. PR said he highlighted this as an example to show the club don't pick the signings or the team.
- A question was asked about the role of MRKT Insights and what would be different in future windows in terms of finding the right players. PR stated that they present who is potentially available and the manager then narrows that down by a number of factors.
- Supporters interjected that they were therefore confused as to why a player, such as a RWB, was not brought in to fit the managers playing style.
- PR stated that Ryan used much of his budget up very quickly as the club moved fast to get the players that he wanted. PR reiterated that Ryan was comfortable with options at RWB.
- A supporter then raised the question that a lot of the signings have been done on short-term deals with a number of players able to leave for free in the summer and asked where the long-term planning is. In response, a discussion was had regarding which players who are out of contract fans would like to see sign a new deal. After some debate, CH summed up that he believed it is in reality a small number of players that fans are concerned about and that, in his view, there was no reason for panic and that positive conversations are ongoing regarding those players the club and the manager wish to keep.
- CH also pointed out that the manager had already publicly stated that he wouldn't be looking at new contracts until the World Cup break.
- PR added that he felt the club was in the best position it has been for years regarding planning and lengths of contracts going into the summer. PR stated that he believed this coming summer wasn't a problem, instead it is an opportunity.
- A supporter raised the question that they felt there was no coherent strategy with regards to recruitment and felt the communications in the summer were that it would be a big rebuild and have since said it could take three to four windows. CH responded by pointing out that there was no intention to not get the players the club wanted, you only know whether you've achieved everything, when you look back at the end of the window.
- The question was then asked about who the club's saleable assets are, one supporter believing we haven't built a squad of value, with the supporter listing three first team players 'names [names intentionally not included] as the only players with sell on value. Another question followed regarding the long-term plan of recruitment to make a profit in the future and make the club more sustainable

- PR stated that the club had sold players for substantial sums since he has been at the club and the cost of the current squad in transfer fees paid combined is less than the amount the club were offered for Emil Riis. PR reiterated that he feels there is value in the squad.
- A supporter interjected that while that might have been the case from recruitment made in 2013 - 2015, in recent years that doesn't seem to be the case at all.
- PR disagreed with this comment. He highlighted the success in the transfer market since 2015.
- CH confirmed part of the strategy is to find and develop young players that have value and as a club, feels it's important that every few seasons you are able to sell on a player to create financial headroom.
- CH referred to the impact of Covid with the contracts of Ben Davies and Ben Pearson. Stating that Covid made it difficult as there were no offers from anyone to sell them and both players were refusing to sign a new contract no matter what was offered.
- CH admitted that the club were unable to capitalise at the right time due to the circumstances. PR revealed the club were open to selling both players after they made it clear they wouldn't sign new contracts.
- When asked if there were any plans to hold negotiations with the current players who only have 18 months left on their contracts, PR stated that the manager is not yet definitely saying which of those players he would want to extend. PR stated that the manager is not in favour of longer term contracts as he feels it makes players too comfortable and circumstances can change.
- PR stated that the debate over shorter deals is interesting as if the club spent a large fee on a transfer you would want to offer them a longer contract to lock in their value while the manager wants to keep players hungry, so it's about finding a balance.
- PR confirmed that there are players they wish to offer contracts to and that the indications to date are that those players will sign at the salary which the club feel fits in.
- When asked about the transfer strategy when Simon Grayson was manager and what has changed since, CH confirmed the transfer strategy hasn't changed while acknowledging that certain elements and circumstances have changed in that time period. CH stated that it's a balance between what the manager wants and what he as an owner feels is right for the club for the future.
- PR explained that the market is very different now, than just a few years ago, in terms of expectations from Premier League clubs for young talent whether it be on loan or permanent and that the fees and salary demands are much higher and the distance between the Championship and Premier League finances is out of hand.
- PR revealed that the club spoke to Aston Villa regularly during the summer in the hope that Cameron Archer might become available and the club were working throughout the window on how to fund that should he have become available.
- PR stated that the club are competing with clubs who have four times the wage bill of PNE and that the Championship is harder than ever due to spending of other clubs. PR stated that despite that, the ambition of the club is to put a squad together to get at least in the Play-Offs with Premier League football always the goal.

Season Card Campaign

Some supporters felt that the 'Play Your Part' campaign was misleading and that the club's ambitions haven't matched the promise:

- CH thanked supporters for their part in supporting the campaign and stated that he and the club didn't know just how well it would go. CH also stated that, despite some 12,000 seasons tickets being sold, the club actually only made fractionally more, despite increased sales, due to the discount. It is a misconception that the club made much more from the campaign.
- CH also acknowledged that Ryan Lowe was enthusiastic and excited for the new season, as he should be. This may have helped build up fans' expectations but that is what we would hope Ryan would do, but equally he said he understands where fans' frustrations may come from.

Academy

Fans stated that they want to see more investment into the academy and that some feel the current academy is holding the club back.

- CH stated that the Category 3 Academy that the club currently runs costs the club £1.2million per year to run and that to move to Category 2, the operating costs would increase to around £2million per year. PR added that to achieve Category 2 status you need an indoor football facility which would cost between £4.5million to £5million to build. PR stated that it is unlikely to be regularly used by the academy or first team squad.
- The club were asked if the indoor facility at Tulketh High School could be used instead to fulfil that criteria. PR confirmed that it does not meet the standards and had already been looked at.
- PR praised the work of the Academy staff and stated that there are few clubs at Premier League or Championship level who regularly have players in their first team that have come through their Academy and then gone on to generate money.
- A supporter mentioned that Blackburn Rovers had several home-grown players that had been developed by themselves who are now established first team players, which they felt was in contrast to PNE. The question was asked about what the plan was to improve the team if you can't invest to improve the academy.
- A debate followed regarding the relative success or otherwise of the club's Academy compared to others. PR highlighted the six Academy players making their first team debuts in the past 12 months.
- PR stated that regardless of the category of the Academy, that he believes the club are picking up the best football talent in Preston but, we will always risk the bigger Premier League clubs coming to take them at the age of 13 or 14. PR stated that under the Academy system, clubs can take them on a fixed price so there is little to stop them.
- The question was raised regarding an Academy player who the club lost to Blackburn Rovers. PR confirmed that player was never offered a contract by the club and that while the club wished to offer him one, the manager at the time did not agree.

- PR stated that some clubs who don't have an Academy can pick up the best players aged 16 who are released from Premier League clubs and spend the Academy money on the first team instead. PR reiterated that it's a balancing act and once again praised the work of the Academy staff.
- CH questioned where the funds would come from to increase the yearly cost of the Academy and the £5million investment to just get to Category 2. CH explained that the money would have to come from somewhere else within the club's budget.
- Supporters once again asked, if the investment wasn't to be made in the Academy and the budget was limited for Championship level, how can the club improve long-term without the Hemmings family having to invest large sums of money to meet running costs.
- CH stated that the club's strategy is to develop its own players and bring them through to the first team. CH stated it's a difficult decision to decide where the funds come from to start the process of getting to Category 2 and improve the club's chances of achieving that objective, especially when the majority of fans want the club to focus investment on the first team.
- CH explained that it would not be an instant change but there are a series of steps in place to get there and it is part of a longer term strategy.
- CH acknowledged that the club does not get a return on all of the £1.2million the club invests in to the Academy each year but felt that many clubs don't but that there is a desire to bring young players through despite that.
- CH stated that his hope is that bringing young players through will help sustain the club in the long term and it's a long-term plan.
- CH added that PR is in discussion with the EFL regarding the requirements for Category 2 Academy status as the club satisfies all other criteria other than the indoor facility.
- When questioned about the development of the U19s, PR referred to how Premier League clubs loan out their younger players to get experience. PR believes U21s football isn't as beneficial as loaning out players in his opinion.
- PR stated that it's harder for Championship clubs to get their Academy players out on loan to other EFL clubs but stated that was part of the reason behind James Beet's new role to help younger players get those moves.
- Supporters disagreed with the statement that U23 football is not beneficial and stated that they feel the current structure is not producing young players ready for first team football. They added that just four Central League games have been played and it's clear that EFL clubs are reluctant to take Category 3 players from ourselves, when they can develop their own.
- PR outlined the six Academy players now getting valuable loan experience.
- PR stated that managers in the lower leagues want proven quality players as there is pressure for instant success and aren't often happy to take a chance on young, unproven players.

Long-Term Plan And Recent Changes

Who sets the budget and why don't the club seek other investors:

- The question was raised about external investment should be looked at to increase the budget for the January transfer window as supporters feel the Championship is wide open this season. PR highlighted that it could breach FFP and highlighted the quality he felt was brought into the squad in the summer.
- PR stated that there are changes in football and the parameters that are set since the likes of Blackburn Rovers and Blackpool were promoted to the Premier League. PR explained that even if someone wanted to invest £10million into the club tomorrow, the club could not spend it under the rules as you can't put that cash in as equity but stated that he understood fans' frustrations.
- CH stated that he understood fans' frustrations and reiterated that it is not possible to just get outside investment within the rules. Firstly there isn't anyone around to do that and secondly the club isn't allowed to. CH explained that there is a maximum you can lose as a club over three years and that money the club loses each year puts us close to that ceiling.
- On the club's overall strategy, PR explained the club's progress over the last ten years and that the club always aims to be higher in the Championship and that ultimately the goal is to be in the Premier League. PR stated that the best way to do that is to target all discretionary money on the first team to build a team for promotion, because then the Premier League cash would help provide funds to build the infrastructure in other areas.
- A supporter said that this statement contrasted with the statements around developing the academy and infrastructure.
- When asked why the club hadn't mentioned the budgets often before, CH highlighted that supporters had now asked more questions following the passing of Mr Trevor Hemmings, as they want clarity on who runs the club and decides how much is spent.
- PR explained that the main difference now is that Mr Trevor Hemmings would state how much money he was prepared to put into the club and would sometimes decide how much of that was spent on what aspects of the club. Whereas under CH, there is an agreed budget and the people who run the club day to day manage that budget. This works better as planning is easier in advance.

PR reiterated that there has always been a set budget to work within.

- The question was raised of funds looking as though they became available late in transfer windows if Mr Trevor Hemmings wished to sign a player. CH and PR explained that the funds still came out of the club's overall budget, which was always fixed in advance.
- CH stated that the amount of money the club needed to earn each season to mitigate the money put in by the owners can only really be achieved through selling a player for £8million to £10million, which currently won't happen every year.
- CH stated that that situation clearly changes if you get into the Premier League and therefore things supporters would like to see like investment into the squad, the Academy, the stadium and other aspects would all happen as the funds would be there.
- CH reiterated that there is a strategy to get there but it can't happen overnight and there is an aligned strategy to get there.

Commercial, Catering And Other Income

The club needs to earn more income to mitigate the shortfall funded by the owner:

- CH acknowledged that the commercial income is currently not enough but that the numbers involved would not be significant enough to materially affect the playing budget.
- When the question was raised regarding increasing commercial and other income, CH agreed it would help but the big numbers come with player trading etc.
- PR outlined that the club moved away from betting sponsors as it isn't good for brand image and meant that young fans can now wear the same shirts. PR stated that the club's deal with PAR Group is one of the few independent companies who are paying the same as the club were getting out of the betting deals. PR feels the deal with PAR Group is as good as it gets in the market that's not a related party to the club.
- PR admitted that commercial was an area where the club felt frustrated and could do better in. • PR explained that the club are always trying to increase income streams but stated that even if some areas, such as catering, were increased, the net profit achieved to spend on players would be in the margin compared to player sales or TV deals as an example.
- PR stated that there will be a new TV deal from 2024 and the early signs show that TV income could substantially increase the money the club gets from the EFL.
- On catering, PR outlined that the current caterers have a contract that expires at the end of the current season and the club share the fans' frustration and that the club are in regular dialogue with the caterers to improve. He reiterated that they have a contract until June.
- PR stated that the club have taken the opportunity to look at other options in the external market as the club don't feel the current standards are acceptable for where the club wishes them to be.
- PR stated that the space where the gym used to be at the stadium is currently vacant and the club are currently in negotiations with one party which may lead to them taking the space.

Redistribution

Does the club believe that Premier League redistribution is the way to solve any financial shortfall?

Will any new monies just go to players?:

- PR explained that, should there be an agreement to redistribute Premier League monies, it will come with controls and that the Premier League money will only be redistributed if new financial fair play rules are implemented. PR stated that the Premier League will aim to implement a maximum wage to turnover ratio in every Championship club should the redistribution happen and the redistribution will be to every club and the amount will depend on finishing position in the league.
- PR stated that the club currently receives £3.1million from the EFL and £4.8million from the Premier League each year, the same as every club in the Championship other than those with parachute payments who get more.
- PR explained that the proposal would be that from the top of the Premier League down to the bottom of the Championship, they would redistribute the money based on position. For example, if the club finished 8th this season, the club could end up with an additional £XXmillion [NB: figs intentionally excluded]. The club wouldn't be able to spend more than a certain percentage of its turnover, with the turnover including that extra money.
- PR outlined that there was no incentive for the teams in the bottom three of the Premier League to agree, but that 14 clubs had already agreed to it recently. PR stated that there is enough interest from teams in the Premier League and that you need 18 clubs in the Championship to agree to it.
- PR stated that there is an acceptance that change is needed for good of English football but there is an agreement there will need to be way to control wages.
- PR stated that any changes made will make it easier rather than harder for PNE to compete in the future.
- Supporters pointed out that some clubs don't play by the rules and find loopholes which PR accepted but stated that an independent financial unit within the EFL will monitor. Supporters also stated that they do not share the same enthusiasm that this redistribution will happen and solve the clubs financial problems. Hence, the desire to grow the income streams from areas the supporters have mentioned.
- PR explained that redistribution of money from the Premier League is a priority of both Government and the EFL and that the Tracey Crouch Fan-Led Review has cross party support.
- Clubs have to submit real-time financial information to the EFL twice a year so they know who is going to breach it and implement the penalties.

Training Facilities and Ingol

Many fans feel used and lied to about the Ingol training complex promised:

- CH raised the topic of Ingol and the proposed training facility. CH stated he was aware of all the unhappiness and rhetoric over Ingol. He said he hoped to clear up some misinformation out there – that fans feel Euxton isn't up to Premier League standards. He stated that the club have had the current training ground at Euxton costed and to build it as it is now but new, it would have cost the club at least £15million.
- CH stated that the club spent £2million on the purchase of the Euxton training complex and substantial additional funds have been invested subsequently to improve it, which he believed was very good business.
- Supporters present acknowledged that the current facilities are far superior to those at Springfields where the first team used to train.
- Moving on to Ingol specifically, CH thanked supporters for their part in getting approval, and stated that it would not have happened without their support and that his frustrations are that housing was turned down by the council in the first place.
- CH stated that the club did have every intention of building the £12million training complex and that perhaps fans didn't know that after gaining planning it took another year for the local authority to sign it off. This took the club to the end of 2018.
- CH stated that in 2020 the current training ground came on the market and the club bought it.
- CH reiterated that from the beginning the intention was always that the houses would be built first to fund the development of the training facility and that the housing development at Ingol is still not finished.
- CH revealed that £3.5million had been paid to the local authority for allowing work to happen and raised the point in the supporters' letter regarding the parkland on the site. CH confirmed that the parkland is opened as promised and there is 50 acres of parkland with pathways, seats and ponds and was done first and paid for.
- CH stated that no profit has been made from the site yet, but there will be once the houses are fully built, hopefully in the region of the amount the club were going to spend on the training complex. CH outlined that the family has spent five or six times that amount on the club since planning was granted.
- CH reiterated that there was always an intention to build it and that he understands supporters' frustrations but circumstances, not intentions, changed.
- PR stated that the land at Ingol is in the club's ownership and the club are therefore determining what to do with that land and it currently has planning consent for leisure. PR stated that the club met the council a week ago to discuss what the plans are and that the land is an asset for the club.
- When asked for reassurance about what will be built on the area of land set aside for the training complex, PR questioned that if supporters had a choice between keeping hold of the land, or selling it on and raising some funds for one or two strikers, what would their choice be.
- PR stated that at the time that Euxton became available, it made sense to buy that instead as it could still be years down the line before the housing was finished to fund the

facility at Ingol and costs may have increased in that time too. So the club took the opportunity that arose.

- PR stated that the club previously bid for the facility at Euxton before the site at Ingol was discussed but the club were outbid by Wigan Athletic. So, the club looked at Ingol, the club did not know that Euxton would become available again.
- CH stated that nobody was lied to about the plans for Ingol, the circumstances simply changed and an opportunity came up. CH once again thanked the fans for rallying behind the club getting planning.
- CH highlighted that the funds that would have gone on developing the training ground have already gone in to the club over the years. Unfortunately it's just not something supporters can physically see. He reiterated that they have not yet received any profit back from the Ingol investment and have spent a further £3.5million, as part of the planning conditions, to the council for the 50 acres of parkland.
- When asked if the land would be sold as part of the club if the club was to be sold, CH stated that it would be the choice of anybody who is buying. CH stated that the land is owned by the club, but it would not be a deal breaker if a buyer didn't want it including in the sale, but that it could also be seen as an asset to a buyer.
- CH referenced some inaccurate rumours that a potential deal to buy the club was hampered by the inclusion of the above mentioned asset. While CH would not be drawn on any names, he stated that at no point was anything a deal breaker other than that individual trying to drop the price and consequently demonstrating to us that they didn't have the money to buy and run the club. They were consequently sent on their way by the club.
- PR added that Ingol has always been shown as a club asset and to date nobody has said they would only buy without or that they don't want it.

Fan Zone

Where is the club with the long promised more permanent fan zone?

- KA outlined the latest update on the fan zone development. KA stated it is still ongoing and that it has been costed in a few different locations and forecasts show it doesn't make any money so the club are looking at the best options for everybody and that is still ongoing.
- PR suggested there might be a new opportunity that may work more easily and more quickly that the club are working on. PR stated that the club had suggested the corner of the Town End but the club continue to look at other options within the stadium.
- KA outlined that in the Town End location, all of the budget was going on things such as fire protection and flooring that supporters wouldn't see and it was getting out of hand so the club are looking to find a location that wouldn't require that initial work.
- PR stated that the club had a meeting earlier in the week to discuss a solution they feel works better and reiterates that the club is committed to delivering a permanent fan zone as quickly as possible. CH agreed that the club do want to do it and are committed in doing so.

- Supporters expressed their disappointment at this situation and delay, stating they didn't feel it was acceptable for a Championship club looking to offer its fans first class facilities. A supporter pointed out that Fleetwood Town and Accrington Stanley have better stadium Fanzone/Supporter Bar than the club and surely the club can do much better.
- PR/KA reiterated that the club were exploring options but reminded fans all options do have a financial implication to the club.

Other Business

The club doesn't operate with a CEO/director of football. The stadium doesn't look finished etc:

- When asked about certain roles within the club, CH stated that just because there is nobody with the title of Director of Football or CEO, it doesn't mean that the responsibility of those roles aren't being fulfilled by those at the club. They are.
- Supporters raised the question of whether more senior executives are needed as PR has a lot of responsibility. PR explained that the senior management team meet regularly and are left to manage their teams. With regards to recruitment, PR states that James Wallace was appointed as chief scout and works with MRKT Insights and the manager.
- PR highlighted that the club had recently received 91% in a health and safety audit and had been praised as one of the best in the EFL, PR highlighted this to show the work that goes on behind the scenes that supporters don't always see.
- On maintenance budgets for Deepdale, CH stated that there are maintenance budgets within the overall budget. CH stated that the club are in discussions regarding the Town End roof and getting it costed. CH added that there have been ongoing repairs but it clearly hasn't worked and the club are looking at other options, such as full replacement.
- On the void above the Invincibles Pavilion, CH stated that the area would be used for more corporate areas and executive boxes should the club get to the Premier League but there isn't currently the demand. CH acknowledged that it doesn't look good and there is now a solution that the club are currently looking at and that the club hope to have this in place over the coming months.

Summary

- CH thanked supporters for their time and reiterated that it was intended to be an honest and open debate, that not everyone would agree with everything said, but that he hoped those present felt it worthwhile.
- When asked CH highlighted and confirmed that these meetings are just one aspect of fan engagement.