



SD

supporters direct

SUPPORTERS DIRECT

ANNUAL REPORT

2017

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Football 
Foundation

ABOUT SUPPORTERS DIRECT

SD exists to promote good governance in sport and enable the development of sustainable clubs based on supporter involvement and community ownership.

Formed in 2000, SD has helped set up and support over 200 democratic cooperatives (known as Supporters Trusts) which gain influence in the running and ownership of their clubs. SD believes sport can be better run and should be more responsive to the needs of fans and local communities. Supporters Trusts and community owned clubs provide the ideal vehicle, and SD helps them constructively challenge and change the way that their club and sport is run.

To find out more please contact
enquiries@supporters-direct.org
or visit www.supporters-direct.org

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INTRODUCTION

Supporters Direct has a proud history, a long record of successful projects and yet we have never been good at telling you about them, hence the production of our first annual report. The report will take you through a summary of some of the work we have completed in each of our core areas, some interesting statistics from the year, detailed case studies and will also introduce you to our staff members.

At SD's core is the support of our member Trusts and, of course, our passion for supporter ownership, although our work is much broader than this. We recognise that supporter ownership is not possible everywhere and so ensuring supporters have a valued voice is just as close to our heart. At the end of 2017, SD met with the EPL with the aim of encouraging them to share guidance and an information sharing template for structured dialogue with their member clubs. This is something that we expect to be implemented during 2018.

The Hub was another 2017 launch. It's more than our website, it's also a repository for all the advice we publish, a place to build networks, share ideas and information or to ask an expert. For those looking for their own website in 2018, we are in a position to create replicas of the Hub for Trusts to brand their own.

At SD we continue to be surprised by the number of people who believe we only work at supporter owned clubs, but as you read through the report you will learn about the extent of our work, and how we work with clubs across the entire football pyramid, Rugby League and several other sports.

Ashley Brown
CEO



It was a privilege to have been elected by my fellow Board members to Chair Supporters Direct last summer. During the course of the last six months I have seen first-hand how SD's work has a new impetus under Ashley Brown's leadership and the professionalism and dedication of our core staff working with, and supporting, trusts at all levels of Football, Rugby League, Ice Hockey and other sports.

While many think of SD as primarily about community ownership, there is much more that we do. Our focus on helping trusts engage with their clubs and develop structured dialogue has not only resulted in the first memorandums of understanding between SD member trusts and clubs, but also an increasing group of advocates for our approach amongst owners and chief executives of EFL clubs.

At the other end of the spectrum, working with trusts at what are now commonly labelled as crisis clubs that have acquired a high profile for the wrong reasons, the reason for our detailed proposals and advocacy of better governance has been amply illustrated. We held our most recent Board meeting at the RFL's offices in Salford and with a strong tradition of community based clubs and the 2021 Rugby League World Cup on the horizon, some real opportunities to develop supporter ownership, representation and involvement in clubs in a sport with an ambitious tournament legacy agenda are available to us.

As ever, we face funding challenges - and will have some hard decisions to make together during the course of 2018 but, more than ever the mission of SD - for good governance, transparency and supporter involvement - is relevant for the future of our sports and the clubs that fans love and cherish. We must make sure, above all else, that both the value of the work that this Annual Report details is recognised, and the mission that informs it is protected through this year and into the future.



Tom Greatrex
Chairman

"We recognise that supporter ownership is not possible everywhere and so ensuring supporters have a valued voice is just as close to our heart"

No. of community owned clubs



54

SUPPORTER OWNED CLUB ANNUAL REVIEW

This year it has been great to hold club network meetings across England and Wales in Bath, London, Chester (twice), Burton, Newport, Exeter, Darlington and Tonbridge. The events have allowed clubs to share progress and discuss similar challenges, as well as hear some of the most inspiring work in the movement. This included how Merthyr Town won the UEFA grassroots club of the year, Exeter excel with their academy and Lewes break new ground with their strategy and approach to women's football. Special mention too for Louise Strutt from Foundation of Hearts for such a passionate presentation highlighting how Hearts fans are working towards fan ownership.

Live streaming some of the presentations has allowed close to 10,000 extra people to watch and learn from these stories. SD helped Bath City, Litherland REMYCA and Cromer Town become community owned, and are currently supporting a number of other non-league football clubs in following a similar path including Basingstoke Town and Northwich Victoria.

Portsmouth supporters decided to vote to sell their 48.5% shareholding to Michael Eisner, which enabled him and his partners to take 100% control for £5.67 million and a commitment to invest £10 million in the club. A heritage board will allow supporters to retain some influence and protection. Although Pompey has now exited community ownership, we have seen true supporter power in action as it is the fans that have decided who the next owner of the club is.

2017 was really the year for well-deserved and hard-fought successes off the pitch.



Congratulations to Scarborough Athletic for returning to the town after a 10-year exile, Darlington 1883 returning to Darlington on the back of successful community share offers, and to Wythenshawe Amateurs for starting a new chapter in their very own facility. In March, Wrexham regained control of their historic Racecourse Ground with a 99 year lease.

We were delighted to welcome Catharine Lomax to present the Brian Lomax SD Cup which was won by Exeter City, who beat Bath City 2-0 at Twerton Park. The Grecians supporters were equally impressive at taking half time penalties, a victory which would have decided the outcome if the game had ended in a draw.

We continue to support a wider range of sports including BMX, Canoeing, Rugby League, and Union through the consultancy, working with funders such as Sport England, Power to Change and Co-operatives UK.

Next year we hope to convert more clubs into community ownership, as well as building the learning between each of our clubs through club learning visits and the new online private network area on the SD Hub.

James Mathie
Head of SD England and Wales



CASE STUDY

Bath City FC: our first year as a community-owned club

Our campaign

In September 2016, the Bath City Supporters Society raised over £365,000 in a community share offer. As a result, the Supporters Society was able to take a 55% stake in the club in May 2017, appointing six directors, including the chair, to a new board of nine.

Our community ownership campaign was conducted in cooperation with the previous majority owners, three of whom have continued to serve on the board. We are now working together to address the club's historic debts through a major redevelopment, and to reverse the club's loss-making trading position.

Below, we share some of the highlights and key milestones from our first season as a majority community-owned club.

More Hands on Deck

Community ownership has attracted more volunteers as supporters and local people become inspired by the sense of owning their club. This was in evidence at our "Paint the Park" event, in which dozens of supporters came to the ground to scrape, sweep and paint Twerton Park before the start of the season.

We are also attracting more volunteers with skills in marketing, promotions, commercial development and community organising. For example, the club board now boasts the former CEO of Bath Rugby, the current head of Bath Tourism Plus and an experienced community activist and charity worker, alongside long-term supporters.

Supporters Survey

To plot a course forward, the new board wanted a better understanding of what truly matters to supporters and the community. In March, we worked with an independent social researcher to develop a survey that asked supporters 27 questions about the club's present and future.

This covered supporters' attitudes to club democracy, which goals they want the club to strive for and what they want the club's essential qualities to be in five years' time. Professionalism and financial stability emerged as most important to supporters, as well as a desire to see attractive football (rated as more important than 'ambition to climb the leagues').

As well as yielding useful insights, the survey was itself an important supporter engagement tool, attracting over 500 responses.

Community Outreach

With a new Community Director in place on the club board, we have been able to complement the work of our charitable foundation through more community events at Twerton Park. For example, we were very proud to host one of the first "Women at the Game" events, part of a national campaign to make more women feel welcome at matches. We've also partnered with Kick It Out, Bath Welcomes Refugees and the NHS Sugar Smart campaign for special matchday events, and are supporting Bath Foodbank's festive appeal. Last but not least, the Supporters Society bought community shares in local arts and entertainment venue Komedia, helping them to reach their target and join the community-owned family.

Progress towards Ground Redevelopment

Our community share offer was based on a plan to repay the club's debts by redeveloping our main grandstand.

In October, Bath City FC signed an MOU with Greenacre Capital in respect of a joint redevelopment of Twerton Park and its neighbouring properties. As well as repaying the club's debts, the redevelopment promises to provide improved facilities for supporters and players, as well as enhancing our future revenue streams.

Alongside club facilities, we are considering whether the scheme could include a gym, social club/cafe, 3G pitch, meeting spaces and offices. And because the redevelopment takes in a parade of shops on the local high street, it is hoped that it will significantly contribute to the regeneration of Twerton, the suburb of Bath in which the football club plays.

Growing partnerships

Since the community takeover, we have built stronger links with the University of Bath, Bath Spa University and Bath College. As well as providing matchday support, students are becoming involved with strategic projects, including creative design placements and business research, and we are now actively exploring opportunities for sports science students to assist with performance analysis, coaching and strength and conditioning.

We have also been able to present a more diverse, community-driven story to commercial partners: notably, through our new deal with the rapidly expanding Bath Ales.

Supporters Direct assistance

Throughout our journey to community ownership, Supporters Direct has provided guidance and support in many areas from setting up the Bath City Supporters

Society over ten years ago to the day-to-day issues we now face as the trust has taken on a more prominent role in the club. In addition, they have given us support on understanding ownership models, helped us prepare our 2015 prospectus, guided us through negotiations with majority shareholders and helped us with our crowdfunding project all the way through to attending its launch at the Guildhall in Bath.

Conclusion

We are under no illusions about the challenges that lie ahead, both in terms of increasing the club's support and in establishing a strong and vibrant democratic culture among our supporter-owners. On the whole, however, we go into 2018 feeling optimistic about the future and very proud that the club's future will now be in the hands of our supporters and the local community.



Oliver Holtaway
Bath City FC and SD Board Member



EPL NETWORK ANNUAL REVIEW

The EPL supporters network has been busy throughout 2017 with our supporters' trusts playing leading roles in discussions on some of the hottest topics around the network.

Relationship with the EPL

From SD's perspective our CEO, Ashley Brown, was present at all the joint FSF/SD structured dialogue meetings with the Premier League in 2017. The last meeting was extremely positive and some frank and open discussions have further strengthened our relationship with the Premier League. At the end of 2017, SD met with the EPL with the aim of encouraging them to share guidance and an information sharing template for structured dialogue with their member clubs - something we expect to see implemented in 2018.

Trusts we have worked with in 2017

In 2017 we advised Huddersfield Town Supporters' Association on structured dialogue tactics, and Burnley Supporters Trust on how to reapply for their ACV after their current one expires.

Trust representatives from the PL were also brought together for a trust meeting held in September. This meeting was extremely worthwhile and gave us the ability to listen to many opinions from the PL trusts as well as answer a few questions.



No. of individuals at organisations

435,519



= total number of individual members of trusts

Your Private Network Area

An area on the SD Hub has been set up specifically for trusts to communicate, share ideas and ask pertinent questions over the running of a trust in the Premier League.

We have been busy writing content for the trusts section and there are some great stories to be heard including the inspiring story of Huddersfield Town Supporters' Association's work in encouraging more women to attend football matches.

Christmas Eve Fixtures

Our trusts have also played a key role in some of the most important discussions this year. In particular, they helped lobby for changes to the proposed Christmas Eve kick off times, a campaign that was ultimately successful. It was great to see what can be achieved when groups with similar interests pull together for a common cause.

Structured Dialogue

In 2018, we will continue to push for improvements to the PL's structured dialogue commitments, particularly around information that is shared between clubs and supporters and more specific rules around the format of structured dialogue. Our end of season structured dialogue survey will be run once again and the results will be shared with government ministers in an effort to ensure continuous improvement. The first set of results made for fascinating reading and it was clear that with more supporter influence, structured dialogue commitments increase. We extend our thanks to all those trusts that took part in the review.

We will continue to support Swansea City Supporters



Trust who for so long have been trailblazers with board representation and their shareholding in the club.

Deborah Dilworth
PL/EFL Network Manager

POLICY AND CAMPAIGNING ROUND UP

Fans Not Numbers campaign

September saw us partner with sportswear activists SKINS and SPORF to launch the Fans Not Numbers campaign. It allowed us to shine a light on the need for football reform and in particular the plight of Blackpool FC, with the Blackpool Supporters Trust highlighting the challenges they face under the stewardship of the Oystons.

At the heart of the campaign sat a detailed paper drawn from 11 case studies across a range of English football clubs. It pinpointed the similarities of the problems at these clubs and put forward recommendations of how they may have been prevented if a better regulatory structure existed, something that hasn't kept pace with the rest of the sport.

There were solutions offered in critical regulatory areas including ownership, stewardship, funding, protection of club assets, extraction of money from the game and sanctions. The campaign also called for a sufficiently resourced, empowered and independent body under the auspices of the FA to set and monitor the regulation of clubs.

We'd like to thank everyone who contributed to the reform paper, attended the roadshows and got behind the campaign. The video had over 2 million views, the campaign page had over 30,000 visits and MPs were contacted by close to 1,000 people as a result.

Of course, the campaign's success should be measured by the changes that we see, and to that end it is still a work in progress. Encouragingly, the EFL started a review into the conduct of owners in October to look at various areas of ownership and the powers of intervention that they could have, and we look forward to contributing to that and seeing the results in 2018.

There was also a victory of sorts for Blackpool Supporters Trust in November when a high court ordered that Owen and Karl Oyston had shown 'fundamental breaches' in their duties as Directors. This followed 'illegitimate stripping' of the club where they paid £26.77 million to companies they owned and Owen Oyston took an £11 million directors salary in 2010/11.

It is a timely reminder why this campaign for regulatory reform is so important but also a sad reflection on football, as the positive stories, including good stewardship, get drowned out by the failings of a few. That it took a high court judge and not the football authorities to step in reflects badly on the current rules if it really is the case that they didn't have the power to intervene.

2017 was also the year of another general election.

It was pleasing to see that Labour supported our work with developing and supporting formal supporter involvement with the following manifesto pledge

"We will give football supporters the opportunity to have a greater say in how their clubs are run. We will legislate for accredited supporters trusts to be able to appoint and remove at least two club directors and to purchase shares when clubs change hands."

This pledge sat alongside a commitment to look at supporter involvement in other sports.

The Liberal Democrats pledged to introduce measures for safe standing and Labour also had proposals to ensure fair opportunities for fans to buy tickets when it comes to secondary ticketing.

We will continue to lobby all the major political parties to ensure that supporter representation issues are contained in all of their future election manifestos.



James Mathie
Head of SD England and Wales



CASE STUDY: THE SKY BLUE TRUST (COVENTRY CITY FC)

The Sky Blue Trust, the largest independent group of Coventry City supporters, has almost 3000 members. 2017 was a year of a few highs, some new lows and an overall sense of the club being neglected by owners more interested in litigation than league position, more excited by courtrooms than cup finals.

On the pitch, the 2016/17 season ended with relegation to League Two - the club's lowest league position since the 1950s. As that was occurring, the team got to a Wembley final for the first time since 1987 and won the Checkatrade Trophy. 45,000 Sky Blue Fans attended that game, enjoying a single day in an otherwise dismal season, demonstrating for any potential new owners the potential of our great club.

In 2017/18, the team have made their way to the upper reaches of the fourth tier - spending some time in the play-off places, briefly in the top three and some time just outside. At the time of writing, there is strong hope amongst supporters that we might just win a first promotion since 1967. The Club has never taken part in the play-offs since they were introduced. We have enjoyed a good FA Cup run, including wins against Premier League Stoke City and League 1 Milton Keynes, the latter in front of another massive away following.

Despite this, all of the attention of the owners SISU has been on continuing court battles with the City Council and the owners of the Ricoh Arena, Wasps Rugby Club. That has been taking place against the backdrop of an agreement between Coventry City and Wasps, which allowed City home games to be played at the Arena and was due to expire at the end of the season. A further short-term deal has been agreed for the 2018/19 season but beyond that uncertainty prevails. Unless a suitable home ground, which meets all the relevant standards, can be secured before the start of the 2019/20 season, Coventry City may cease to exist. Another move outside the City, like the disastrous year at Northampton, must not be allowed to happen again.

The Trust has been lobbying everyone who could help to resolve the crisis of impending homelessness, including the club, SISU, the City Council, Wasps, the EFL, MPs and others.

Several attempts have been made by a consortium of local business people to buy the club from SISU. The Trust has joined forces with that consortium and, if a purchase seems likely, will seek to raise money from fans to add to the funds secured by the consortium, via a community share issue.



After pressure from the Trust, the club have started to put in place a new supporters' consultation forum just over a year after they unilaterally scrapped previous arrangements. The Trust have also held a number of well-attended open meetings with members, attended by guest speakers such as the Club's Chairman, the manager Mark Robins and Ashley Brown and James Mathie of Supporters Direct.

Other supporters' organisations, coordinated by our friends in the The Jimmy Hill Way Campaign, have been conducting other forms of protest and lobbying, all aimed at bringing about a change in

ownership, to an individual or group who share our desire for a long-term sustainable future for Coventry City FC in the City of Coventry.

In all of this work, the Trust have had tremendous support and practical advice and assistance from Supporters Direct. We have also been encouraged by the goodwill, successes and ideas of supporters groups of other clubs, up and down the country.

Roger Ellis
Secretary, the Sky Blue Trust
SD England and Wales Football Council Member



EFL NETWORK ANNUAL REVIEW

The EFL is always a hot bed of activity and this year has been no exception.

Relationship with the EFL

SD have further established their relationship with the league and continue to have positive conversations. In September, Shaun Harvey, at the EFL AGM, announced plans to consult all clubs on how the league should act when it comes to rogue owners. Harvey's, and consequently the EFL stance, on pushing this to be a talking point is greatly needed considering the current plight of many football clubs. Positive regulatory reform of the leagues is needed as occasionally some clubs get into grave difficulties and, hopefully, this is a positive first step. SD has also been pushing the EFL to consider evidence from fans and to also consider working with the Blackpool Supporters' Trust and the Sky Blue Trust at Coventry to establish case study reviews at crisis clubs in the future.

Trusts we have worked with in 2017

Over the course of the year we have spent over 500 hours meeting with as many supporters trust representatives as possible across the country. Whether at the Supporter's Summit, the regulatory reform events or at the trust meeting at the SD London HQ in September, all the discussions were extremely interesting and thought-provoking.

We have also been busy providing support to EFL Trusts including supporting the Bolton Wanderers Trust with their challenges around their ACV application and the Swindon Town Supporters Trust who are working on a bid to take ownership of the County Ground.

Other notable challenges this year included the relegation of Leyton Orient, and the aforementioned ownership issues at Coventry City and Blackpool. We are committed to supporting our trusts during such difficult times.

Your Private Network Area

An area on our platform has been set up specifically for trusts to communicate, share ideas and ask pertinent questions. The network has provided some great opportunities to create engaging content. This year we have celebrated major anniversaries for the

Northampton Town Supporters Trust (25 years) and the Canaries Supporters Trust (15 years). We have also seen how inspirational our trusts are and the great work being done by so many, with particular mention for the work being done at OxVox and Cambridge Fans United.

Supporter Involvement

We continue to provide support to supporter directors in the EFL who do such a great job raising supporter issues in the boardroom. It was great to have helped the Trusts at Cheltenham Town and Crawley Town who now have added Board representation to their remits.

Our end of season Structured Dialogue survey gave us much useful feedback and a clear indication that a commitment to supporter involvement is the stepping stone to signing meaningful structured dialogue agreements.

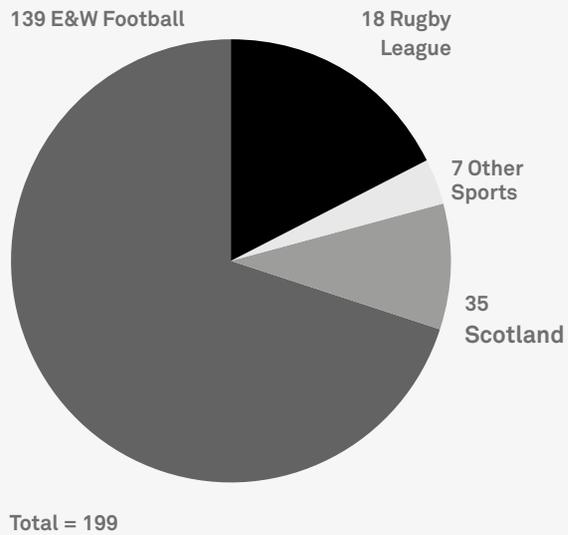
Thanks go to all of those individuals that took part in the review. We will be looking to do the survey again at the end of this season to monitor progress.



Deborah Dilworth
PL/EFL Network Manager



Number of Trusts 2017



SD Club Development 2017

Number of SDCD clients =

20

Number of conversions =

6

Number of Assets of Community Value (ACV) awards =

4

Community share offers =

3



CASE STUDY:

FULHAM SUPPORTERS' TRUST

FULHAM LEAD THE WAY IN SUPPORTER ENGAGEMENT

In 2001, when a group of likeminded Fulham fans banded together to try and prevent their beloved club from leaving Fulham's historic home of Craven Cottage for good, the prospect of the football club and Fulham fans working in partnership to further mutually agreed objectives seemed fanciful. But, in December 2017, when Fulham Football Club and the Fulham Supporters' Trust signed a memorandum of understanding (MoU), it formalised one of the best examples of structured dialogue in English football.

The MoU is the first such document signed between an English professional club and their Supporters Trust and commits both parties to share relevant information and discuss issues of mutual concern during regular meetings. It builds on the progress made since the Trust's monthly meetings with senior Club officials were set up by Fulham FC chief executive officer Alistair Mackintosh three years ago.

The Trust, formed from the 'Back to the Cottage' campaign, was delighted when Fulham returned to Craven Cottage permanently in 2004. The organisation had always sought to further the club's interests and history in the borough of Hammersmith and worked alongside our national affiliates, Supporters Direct and the Football Supporters' Federation, to strengthen the voice of the fans on local, regional and national campaigns. The Trust's elected board met regularly with representatives of the Club but a breakthrough came in the spring of 2014 when, after a meeting with the club's chief executive officer Alistair Mackintosh, the Trust was offered a monthly meeting to discuss supporters' issues held at Fulham's Motspur Park training ground.

The meetings were viewed as an informal opportunity for the Trust to bring matters raised by Fulham fans to the attention of key decision-makers at the club and Mackintosh believes they have been successful. "The meetings for us are a

great opportunity to find out what Fulham fans are thinking, and the Trust come up with lots of ideas too," he said. "I've always attended, but we now have our senior non-executive director, who is a member of the Trust come, and we've opened it up to the Club's management board to present ideas and discuss numerous issues, from ticketing prices, the matchday experience through to our plans for Craven Cottage. The Trust don't mind asking the tough questions but, like a bridge well-travelled over time, what we have built is a big load of trust".

This dialogue, praised in a Government report last year, has helped to secure Fulham's future at Craven Cottage, with a planning application now in to extend the ground's capacity to 30,000. The structured dialogue has also helped deliver a three-year season ticket price freeze, the removal of a previously premium rate ticket hotline telephone number, installing a statue of Fulham's World Cup winner George Cohen and the use of Craven Cottage for fans' events from history exhibitions, to an end of season supporters' dinner and evenings with former players and managers, like Brian McBride and Micky Adams.

You can find more information about the work at Fulham in SD's publication 'Engage! How football clubs can win with supporters', including a template MoU for structured dialogue on which Fulham's was based, or head over to www.fulhamsupporterstrust.com to find out more.



Dan Crawford
Fulham Supporters' Trust
SD England and Wales Football
Council Member





Back row (l to r) James Mathie & Ashley Brown - SD. Front Row (l to r) Michael Gregg - Fulham Supporters' Trust Board Member & Alastair Mackintosh - Fulham CEO.

NON-LEAGUE NETWORK ANNUAL REVIEW

It has been an exciting year for Non-League football with Supporters Direct continuing to develop an extremely good working relationship with The National League, this year focused mainly on Structured Dialogue and its development lower down the pyramid.

Earlier this season, Supporters Direct put forward a proposal to the National League to hold a pilot trial aiming to meet the minimum requirements of the Structured Dialogue recommendations with a small selection of clubs. The National League have agreed that to establish a model of Structured Dialogue that is suitable for this level of the game, the minimum requirements will be trialled by two clubs from each of their National, North and South leagues. The selected clubs will commit to meeting with a representative group of supporters twice before the close of the 2017/18 season to discuss topics above the operational level to include finance, strategy and ownership.

Supporters Direct have committed to provide best practice guidance, advice, training and resources to the supporters groups and clubs taking part in the trial, in order to get the best from the pilot and use the feedback and experiences to tailor future engagement commitments which are suitable for this level of the game.

Looking at Structured Dialogue on a wider level, the National League have committed to quarterly meetings with Supporters Direct to discuss any issues that are raised within the SD National League Network. These meetings will be preceded by a digital/virtual meeting of the SD National League Network where agenda items for upcoming meetings with the league will be compiled, discussed and agreed. These meetings will begin in 2018 with the date for the first SD National League Network meeting to be confirmed shortly.

Away from the National League, we'd like to welcome one of our newest Supporters Trusts, at Billericay Town, to the movement. Registered with the FCA in August, the group have already forged engagement with the club and will be holding their first board elections in early 2018.

During 2017, SD have also provided constitutional and operational advice on a range of issues to a large number of our Non-League members including Basingstoke Town, Hereford United Supporters Trust,

Torquay United Supporters Trust, York City Supporters Trust, Scarborough Athletic and Hartlepool United Supporters Trust.

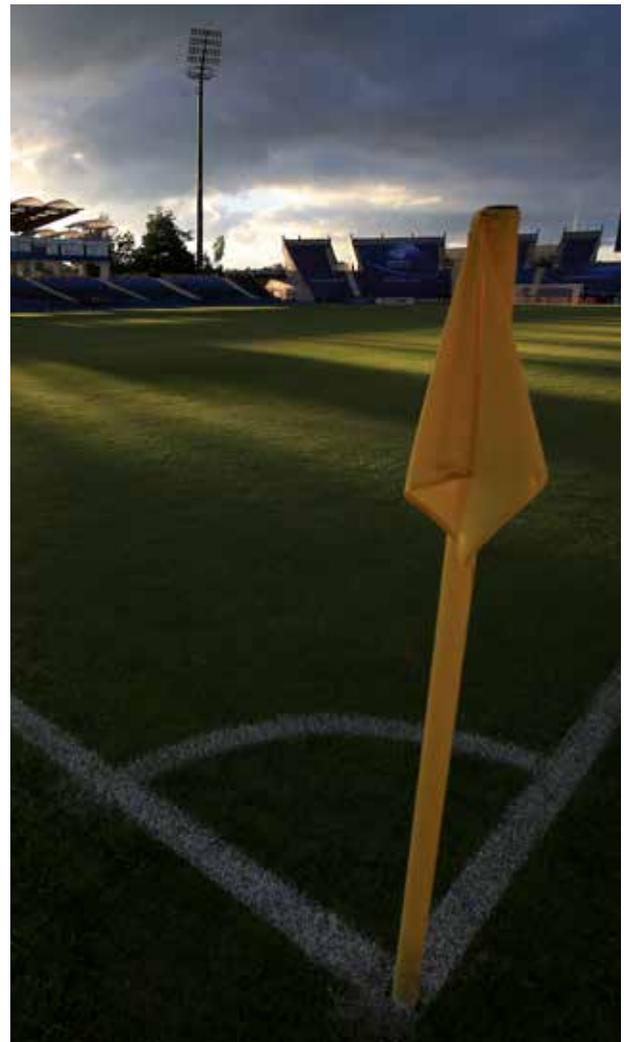
We helped Bath City, Litherland REMYCA and Cromer Town become community owned, and are currently supporting a number of other Non-League clubs follow a similar path including Basingstoke Town and Northwich Victoria.

Throughout 2017, SD provided many hours of support to fans and clubs in Non-League on a range of issues such as advice on engagement, fundraising, facility development and election rules and process.



We look forward to seeing what 2018 brings!

Nicola Hudson
Network Manager



VOLUNTEERS INSPIRED BY SD AND OUR TRUSTS

95,305

= full voting members



Estimated total number
of volunteer hours =

61,030



“We had a list of targets to achieve with our delivery this year and we are pleased to report that we have achieved our KPI’s and are excited about the future of the relationship between Supporters Direct and the RFL.”

RUGBY LEAGUE NETWORK ANNUAL REVIEW

It’s been another interesting year developing our work in the world of Rugby League.

We had a list of targets to achieve with our delivery this year and we are pleased to report that we have achieved our KPI’s and are excited about the future of the relationship between Supporters Direct and the RFL.

The RFL and Supporters Direct held quarterly meetings during 2017 where items raised by the SD RFL Network were discussed with the League. Some of the issues raised for discussion this year have included the proposed name change at Salford Red Devils and the future commitment to the location of the Challenge Cup Final. Next year, the items to be discussed at our quarterly meetings will be compiled via our SD RFL Digital Fans Parliament, due to launch shortly on the brand-new SD Hub. The Parliament will be in a forum format where one supporter representative from each RFL club will be invited to join and feed into agenda items and discussions.

2018 will also see the start of a Structured Dialogue trial in the RFL with a selected number of clubs taking part across a number of different levels of the game in order to establish a method and structure for dialogue which suits Rugby League.

Earlier this year, Supporters Direct were invited to make a presentation to the RFL Championship and League 1 Clubs meeting on the benefits of positive supporter engagement. The meeting was attended by SD’s Nicola Hudson and James Mathie. The meeting was extremely positive, giving SD an opportunity to have further post-meeting discussions with a number of clubs interested in developing and structuring their engagement methods.

It’s been a pleasure to welcome North Wales Crusaders Supporters Trust to the movement.

The Trust registered in March 2017 and a particular mention goes to Chairman Mark Jones who, in addition to the hard work he has put in to establish the Trust, was also shortlisted for the 2017 SD RFL Community Champion Award.

We recently met with supporters from London Broncos who are exploring the possibility of forming a Supporters Trust and look forward to assisting them through the process should they vote to take the plunge!

We were also extremely proud to attend a Trust relaunch meeting for Salford Red Devils supporters. After a tumultuous few years, the group have emerged to take positive action promoting their club in the local community and establishing a good basis for positive dialogue between supporters and the club.

The highlight of this year’s Rugby League delivery, however, had to be the annual SD RFL Community Champion Award. The award is aimed at celebrating those fans who have gone above and beyond the call of duty this season supporting their clubs and working towards bringing their club, or Rugby League in general, closer to their communities. With double the amount of nominations from the previous year, we made the decision to create a shortlist of twelve with a view to celebrating each of their stories and dedication to the sport in the run up to the awards presentation.

The presentation took place at the Kingstone Press Championship and League 1 Gala Dinner, this year held at the fantastic Midland Hotel in Manchester, with the 2017 SD RL Community Champion being named as Ray Abbey.

All in all, it has been a successful 2017 and we’re very much looking forward to what 2018 holds for our developing work in Rugby League.



Nicola Hudson
Network Manager





“In 2018, Salford RLFC and the Salford RLFC Supporters Trust will be the first Rugby League club in the country to undertake a trial of Structured Dialogue... and hope to be leading the way to a new era of engagement in Rugby League.”

CASE STUDY – SALFORD RLFC

Forever Reds, a Supporters Trust for Salford RLFC fans, was originally established in 2003 and born from a need at the time to assist keeping the club full time and professional. Following the club's move in 2013 to the AJ Bell Stadium under new ownership, Forever Reds became dormant due to a lack of desire to engage with supporters by then owner Marwan Koukash.

In May 2017, a group of supporters led by the now Chairman of the Supporters Trust, began to meet with the club CEO to support activities around re-engaging supporters with the aim of reviving an official independent supporters group. The relaunch meeting of the newly rebranded RLFC Supporters Trust was staged in October 2017 with elections held in November 2017 to establish a new Trust Board.

At the beginning of 2018, it was announced that the club would be under new ownership, a holding company made up of four long standing supporters took control and, in January, made a presentation at the Salford RLFC Supporters Trust AGM setting out their vision for a “Community Club.”

The new club owners are keen to engage with the Supporters Trust and Supporters Direct. SD and the Trust are currently in the process of drafting an MoU laying out the terms of the relationship between the Trust and the club going forward, detailing joint projects to embark on.

The Trust are currently working directly with the club and its Charitable Foundation on a number of workstreams including a volunteering scheme, a

matchday bus scheme, a supporter marquee and matchday entertainment. It is also representing supporter feedback on both the matchday experience and other wider club issues.

In addition to the above, the Trust has run a number of supporter events and benefits including a Q and A session with the head coach, a junior supporters' Christmas party and have further events booked and arranged for the remainder of the 2018 season.

Trust members are involved in writing matchday previews and reviews, compiling interviews and heritage stories for their own website and for inclusion in the matchday programme and are in daily contact with the club owners and Salford Red Devils staff.

In 2018, Salford RLFC and the Salford RLFC Supporters Trust will be the first Rugby League club in the country to undertake a trial of Structured Dialogue, assisted by Supporters Direct, where clubs meet regularly with representative supporters groups to discuss issues such as finance, ownership and strategy and hope to be leading the way to a new era of engagement in Rugby League.

Nicola Hudson
Network Manager



SD CLUB DEVELOPMENT (SDCD)

SDCD is the consultancy service offered by SD.

We have a small specialist team of consultants who work alongside the core staff team, all of whom have advised, worked for and/or volunteered for clubs right the way from professional clubs turning over 100 s of millions of pounds to small amateur clubs – and everything in between. Our advisers are either qualified in Social Enterprise Support or have specialisms such as accountancy and raising finance.

We partner with funders such as Sport England, The Fans Fund, The Hive and Power to Change which mean our help may be eligible for funded support. The core services we offer are as follows:

Club structures & community ownership.

We can:

- Discuss with your owners, directors, supporters and the wider community why becoming a community owned club might be the best way forward for your club
- Work with your club to look at the legal forums available
- Recommend and guide you through the process of changing your legal structure to a more suitable model
- Draft Articles of Association or a constitution to fit your club
- Register the entity with the appropriate regulator and help you over any hurdles with your league and governing body
- Provide training and guidance to your Board and/or Secretary on their responsibilities
- Develop a strategy to help you reach your goals as a club

Raising finance

We can:

- Provide an assessment of your club's capital and revenue needs and identifying opportunities that exist
- Plan, draft and execute a community share offer to raise capital finance from your community, and apply for a standard mark for community share offers as appropriate
- Advise on potential tax incentive schemes
- Advise on grant funding opportunities and traditional fundraising ideas

- Write and/or review grant funding applications
- Provide solutions for managing previous debt
- Support crowdfunding projects with our bespoke platform – www.buildawinningclub.org

Club health-check

We can:

- Conduct a club healthcheck using our bespoke club assessment tool
- Assist your club in generating a detailed business plan from facilitating a session with key stakeholders to producing financial projections and writing the final strategy
- Provide a comprehensive analysis of a club's financial situation, benchmarking against peers
- Complete a social audit of your club, providing recommendations on areas of improvement and information on how you can perform a similar audit year on year
- Help you build club membership
- Represent clubs in work with important stakeholders such as your local authority or sporting authorities
- Conduct feasibility studies to help you make the correct decision if you are considering a new capital project or maybe just extending your reach into the community.

Supporter engagement

We can:

- Help co-ordinate supporter consultations at your club
- Advise, draft and implement different supporter engagement options
- Discuss creative ideas to engage supporters and the community
- Set up volunteering schemes and encourage more people to become actively involved at clubs
- Produce marketing and communication plans to better engage supporters

James Mathie
Head of SD England and Wales

build a winning club



SD SCOTLAND UPDATE

Via Club Development Scotland, our consultancy service for supporter groups and community clubs, January saw us work with our friends at Annan Athletic, assisting them with the incorporation of the club as a 100% member owned 'Community Benefit Society'.

We followed up our work at Annan with the announcement we'd be supporting Austin MacPhee's Fife-based charitable football club, AMS, on an ongoing basis. Since May, we've helped the charity, which runs a number of community programmes, become registered for Gift Aid, undertaken member satisfaction surveys and now better understand its community and social value.

March saw us run our 'Week of Action' involving our Annual Supporters Summit, the launch of the 2017 Scottish Football Supporters Survey, our first SLO Development Day of the Year and the hosting a number of equality through sport events with our educational institution partners through our Colours of our Scarves project.

The 2017 Supporters Summit saw us welcome a range of speakers and workshop deliverers to Hampden Park to lead discussion and share best practice all with the aim of furthering fan involvement and dialogue in Scottish football. Speakers on the day included The Guardian's David Conn, the Foundation of Hearts and Ashley Brown from Portsmouth Supporters Trust and CEO of SD England and Wales.

We followed up the Summit with our first SLO Development Day of the year, held at St Johnstone's McDiarmid Park. Attendees heard from Brighton's Nick Brice, Malmo FF's Pierre Nordberg and St Johnstone's very own SLO Beverley Mayer. At the same time, SD Scotland were also represented via the Colours of our Scarves programme at Forth Valley and Ayrshire Colleges delivering sport events which promote inclusiveness and equality within sport, tackling stereotypes in the process.

April saw us announce the news that Colours of our Scarves had been awarded continued funding from the Scottish Government. We were one of 11 organisations funded through the Tackling Sectarianism fund and the funds received have allowed us to use our position within football to facilitate anti-discrimination work with youth players and coaches in schools, colleges,

communities and clubs through Supporter Liaison Officers.

June saw us release the very first SD Scotland Index, measuring and benchmarking clubs' progress in a range of fields around supporter involvement and governance. The index also examines the breakdown of ownership of SPFL clubs. This has been inspired by the work of the Raith Rovers Supporters Trust who have provided updates on 'Who Owns What?' at the club for a number of years. Alan Russell, author of the Index and SD Scotland Council Member was then awarded the prestigious 'Richard Lillicrap Award' for creating the index and his role in helping fans better understand the ownership structures of their clubs.

July was significant to SD Scotland for another reason too. Following the Supporters Direct AGM on July 2nd, Supporters Direct Scotland (SD Scotland) announced that SD members had voted unanimously in favour of SD Scotland incorporating locally in Scotland.

From early 2018, the new organisation has been run and directed from within Scotland and all football activity including SD Scotland's work supporting Supporters Trusts and organisations, Supporter Liaison Officers and the Scottish Supporters Network will be transferred to this new organisation which is to be established and registered as a Community Benefit Society and owned by its Scottish members. All activity has been handed over to the new entity, board and members for the start of the new calendar year.

In what was turning out to be a busy month for SD Scotland, we also held our second SLO Development Day of the year, bringing together the network of SLOs to hear from a range of speakers such as Mark Bradley (AKA The Fan Experience Company). The month was capped off with the news SD Scotland had been awarded funding to develop our Community Sport Fund idea which would see the formation of a social investment fund created to facilitate community ownership of sport clubs and their development.

We subsequently capped off the year with another Development Day for SLOs, this time at Hampden Park and welcoming Football vs Homophobia, Greig Mailer of the Scottish FA and JP Taylor of Celtic among others.

Through our Supporters Summit, we were able to raise money to make donations to our charity partners for the event Football Memories and Motor Neurone



Disease Scotland. We were very proud to support these events and have since been able to further support Football Memories through videos raising awareness of the charity's work. This involved a one-to-eleven session with former Celtic and Rangers players Tom Boyd and Gordon Smith respectively. We've also been able to support the Tartan Army Sunshine Appeal and made a special contribution to the Margaret Ross Memorial Fund, following her sad passing last year.

Finally, we were very pleased to launch our very own 'Build A Winning Club' crowdfunding platform. Using ShareIn's white labelling technology, Supporters Direct Scotland can now enable communities to raise capital for projects around their clubs, which could include ownership. This applies to all levels of sport in Scotland from professional clubs to grassroots community clubs. The platform's first campaign has seen Supporters Direct Scotland help raise over £700 for the Scottish Amputee Football Association which will be used to meet the costs associated with hosting an international tournament

As we head to a new year and look to move to our new structure, we look forward to seeing what the next 12 months holds for us and our members as we continue



to support them and further supporter involvement in the ownership and governance of the game.

Andrew Jenkin
Head of SD Scotland



MEMBER SUPPORT & TRAINING UPDATE

This year we have held a number of training events for our members and offered over 700 hours of one-to-one support on a range of issues from rule updates to the elections process and from fundraising to club engagement.

We are very pleased to continue our fantastic partnership with Gateley PLC who provide a legal helpline to our member Supporters Trusts and Community-Owned Clubs.

Our members have access to thirty minutes of free legal advice on each issue from an array of legal experts advising in the fields of company law, employment law, commercial contract or intellectual property issues, the legal relationship between the Supporters Trust and the club, disputes affecting Supporters Trusts or Community-Owned Clubs, social media conduct and beyond.

A number of our members have taken advantage of the helpline and have received a service from Gateley PLC this year on a wide range of issues and we thank Gateley PLC for their continued support.

Our Board Member Development Days have continued to prove extremely popular and successful with our members, with sessions being held in Grimsby, York, Nottingham and London in 2017. These sessions are broad-brush training sessions that are beneficial to not only new Board Members looking to see what the role entails and the requirements of running a Community Benefit Society but also established Board Members looking for a refresher.

The training touches on a number of subjects including: SD, its origins and purpose, the model rules and how to reference and interpret them, producing clear Trust year plans to get the most out of your board, what it takes to be a good board member and the different skills required for each role, raising finance

“100% of attending delegates this year said that they learned something from the sessions and that they felt attendance was of benefit to them.”

Training events and network meetings

- **7** training events across the country with approximately **85** attendees.
- **10** Network meetings with approximately **100** attendees

options and challenges, identifying and engaging with stakeholders and strategic planning. 100% of attending delegates this year said that they learned something from the sessions and that they felt attendance was of benefit to them.

Looking to the future of our training provision, we feel it is extremely important to keep our members informed and provide them with the tools to update their training at board level and have begun to upload guidance and resources onto our new online platform.

We are looking to digitise a great deal of the training resource we have, making it more accessible to members and encouraging them to continue to develop their knowledge base.

We are proud to have enlisted the support of a number of experts within the industry who man our “ask the experts” forums on our new platform and thank those volunteers for giving up their time to answer members queries.

We are always on the lookout for ways to extend our programme of support, which is why we were pleased to partner with the Community Organisers to run two free training days in Manchester and London helping activists at a local level on a range of subjects from running campaigns to working with volunteers.

We will be holding Board Member Training Development Days throughout 2018 as well as a number of webinar training sessions on specific subjects such as the election process, AGM procedure and rule updating.

If you are interested in SD providing specific training for your Supporters Trust or Community-Owned club, please do not hesitate to get in touch.



Number of hours spent on one-to-one advice with members

EWF members

564.5 hours
111 organisations

Potential members

107.25 hours
30 organisations

Other Sport members

52.25 hours
6 organisations

Total = 767.5 hours

161 organisations

Rugby League members

43.5 hours
14 organisations

This only represents time tracked so excludes any sensitive cases we have assisted with.

PARTNERSHIP UPDATE

NWFA

In 2017, Supporters Direct partnered with The North-West Football Awards for their annual ceremony. Hosted by Dan Walker, the awards were celebrating the tenth year of recognising football in the North West from grassroots level to the professional game. Other partners included Leesa, Kick-It-Out, Women in Football, Tongue Tied Media, Havas PR and the PFA.

The night ended with the 'Lifetime Contribution to Football' award being presented to Brian Kidd by Gary Neville, Phil Neville, Vincent Kompany and Ryan Giggs. Kidd, in his closing speech, thanked many people and ended with a rather fitting comment about supporters - "Don't forget the supporters because they are the club".

PA Images

PA Images is the UK's leading news, sport and entertainment image provider. With more than 20 million high quality editorial images available to search online, and supported by a network of more than 65 international picture agencies, they supply up-to-the minute photography on major stories across the UK and around the world.

PA Images provide many of the images on Supporters Direct platform and social media channels and it is a pleasure to partner with such a renowned and professional brand.

Share In

Share In are the developers behind our new crowdfunding website buildawinningclub.org. This brand spanking new platform is for your Crowdfunding & Community Share offers.

www.buildawinningclub.org means SD can now offer a fully joined-up service, helping you to explore, develop and execute projects designed to raise money to help you deliver your goals.

Gateleys PLC

Gateley PLC provide our members with a legal helpline, enabling 30 minutes of free support and discounted rates beyond that. Gateley PLC are a top 50 law firm with great experience in sport.

We have partnered with Gateleys PLC for many years and the partnership continues to thrive. At the 2017 Supporters Summit two representative, John Burns and Conor Hannon, provided our members with vital

information about confidentiality between clubs and trusts.

Supporters Summit 2017

The Supporters Summit 2017 was held at St George's Park in Staffordshire on Saturday 1st July and was attended by a myriad of supporters from across the country.

St. George's Park provided a superb backdrop for a fantastic weekend of high calibre debate and discussion with a focus on 'Clubs in Crisis'. We heard about the issues at Blackpool, Coventry City and Leyton Orient from the trust representatives during the opening plenary and the session provided an insight into the struggles and challenges that fans face when presented with major issues at their beloved clubs.

The opening session was followed by a choice of sessions: Away Ticket Prices in the EFL, Preventing Child Abuse in Football, Regulatory Reform, Structured Dialogue, Football Finance, Supporter Takeovers and Watching Football is Not a Crime.

The Guardian's David Conn addressed the Summit during the closing plenary where he spoke about the campaign to deliver justice for the victims of the Hillsborough Disaster, amongst other issues within the game.

You can see an interview with David here:

<https://supporters-direct.org/articles/summit-2017-david-conn-interview>

The day was rounded off by tours of St. George's Park, a screening and talk from the director of the film Wonder Kid and a talk from Tim Hartley (Supporters Direct and Cardiff City Supporters Trust board member) about his football travels.

More on the Supporters Summit 2017 can be found on the SD Hub.

Thanks are due to our funders:

The Fans Fund

Sport England

Power To Change

The Rugby Football League

The Football Association (for funding our Supporters Summit)

The Hive from Co-operatives UK and the Co-operative Bank

Annual General Meeting

SD's AGM was held on Sunday 2nd July.

A resolution was passed by the members for SD Scotland to incorporate as a legal entity owned by the member supporter trusts in Scotland. There was also a lively discussion around the way in which Supporters Direct relates to its members through its governance structure in England and Wales, including the potential for a new organisation with the Football Supporters Federation (FSF).

The Richard Lillicrap Award was presented to Alan Russell from the Raith Rovers Supporters Trust for his work producing the SD Scotland Index.

A full list of the resolutions that were passed can be found here: <https://supporters-direct.org/articles/sd-agm-2017>



The Brian Lomax SD Cup

Bath City took on Exeter City at Twerton Park for The Brian Lomax SD Cup which was held on Friday 14th July.

The match was renamed the “Brian Lomax SD Cup” in memory of the former SD Managing Director, considered to be the “founding father” of the Supporters’ Trust movement, after becoming the first elected director of a professional football club at Northampton Town FC.

The Devon side were comfortable winners as they beat Bath City 2-0 to secure the trophy and the cup was presented by Brian’s wife, Catherine.

A further report can be found on the SD Hub:

<https://supporters-direct.org/articles/the-brian-lomax-sd-cup-bath-city-0-exeter-city-2>



“The scaled back entity, now focussed almost entirely on England & Wales, is budgeting to operate sustainably in the future, pursuing a range of strategies to protect its funding while maintaining the quality of its support to members.”

FINANCIAL REPORT

Supporters Direct’s 2017 accounts are currently being finalised and, once audited, are likely to be published in May/June 2018.

After recording deficits in each of the last 3 years it is likely that the organisation will once more post a small deficit for 2017. In recent years the organisation has faced the challenge of maintaining the level of service it provides to members against a backdrop of reduced grant income from its major funders. The decision to maintain service levels has resulted in the reported deficits and a gradual diminution of reserves. At 31 December 2013 these stood at £419,000 but a combination of annual deficits and the transfer in early

2017 of SD Europe’s historical reserves, following its establishment as an independent organisation, has led to reserves being more than halved in the intervening 4 years. The decision to hive off SD Scotland as an independent entity from January 2018 will result in the transfer of its historical reserves and a further reduction in Supporters Direct’s reserves.

The scaled back entity, now focussed almost entirely on England & Wales, is budgeting to operate sustainably in the future, pursuing a range of strategies to protect its funding while maintaining the quality of its support to members.

Nick Igoe
Chief Financial Officer



SD BOARD MEMBERS

- Tom Greatrex - Chair - Elected until AGM 2018
- Peter Lloyd - Vice-Chair - Elected until AGM 2019
- Tim Hartley - Vice-Chair - Elected until AGM 2020
- Ally Simcock - Board Member (FSF representative) - Co-opted until AGM 2018
- David Little - Board Member - Elected until AGM 2019
- John Alexander - Board Members - Elected until AGM 2020
- John Boyle - Board Member - Elected until AGM 2020
- Michael Green - Board Member - Elected until AGM 2018
- Oliver Holtaway - Board Member - Elected until AGM 2019
- Paul Thexton - Board Member - Elected until AGM 2019
- Martyn Cheney - Board Member - Elected until AGM 2018
- Neil Le Milliere - Board Member - Elected until AGM 2018
- Stuart Fuller - Board Member - Elected until AGM 2020
- Tim Hillyer - Board Member - Co-opted until AGM 2018

SD E&W Football Council Members

- Neil Le Milliere (Chair) - Elected until 2021
- Peter Lloyd - Elected until 2019
- Katrina Law - Elected until 2019
- Tim Hartley - Elected until 2021
- Roger Ellis - Elected until 2020
- Daniel Crawford - Elected until 2020
- Hannah Dawson - Elected until 2020
- Michael Green - Elected until 2021
- Antony Wilkinson - Elected until 2021
- Geoff Bielby - Elected until 2019

SD Rugby League Council Members

- Martyn Cheney - Chair - Elected until 2021
- David Bulcock - Elected until 2021
- Liz Hindley - Elected until 2019
- Stephen Johnson - Elected until 2020
- Paul Thexton - Elected until 2019
- Stephen Johnson - Elected until 2020
- Chris McMellon - Elected until 2021

SDS Council Members

- Morag McHaffie (Chair) - Elected until 2018
- Jon Keen - Elected until 2019
- Andrew Millar - Elected until 2019
- John Alexander - Elected until 2020



DONATIONS

Every year at Supporters Direct we crunch the numbers to ensure that we are as efficient as possible with our budget. Donations are one way in which we collect money and it is an extremely appreciated form of support for us as an organisation.

The following Supporters Trusts have donated to Supporters Direct this year:

- Cambridge City Supporters' Trust
- Canaries Trust
- Darlington FC
- Dulwich Hamlet Football Community Mutual
- Exeter City Football Club Supporters' Trust
- Farnborough Supporters Trust
- Forever Bury
- Foxes Trust
- Nuneaton Town Supporters' Co-operative
- Ox Vox
- Shrimpers Trust (Southend)
- STAR - Supporters Trust at Reading
- Stockport County
- Swansea City Supporters' Trust
- Tranmere and Wirral Football Supporters' Trust
- Trust in Yellow



We are extremely grateful to the trusts that have donated and have chosen to focus on one particular case from the above list to understand more about why they have chosen to donate.

STAR is the supporters trust for Reading FC, they have carried out a tremendous amount of work since their inception in 2002 and have continued to grow. For the past two years, the STAR board have decided to donate a portion of their membership fees to Supporters Direct. Roger Titford, Deputy Chair of STAR, commented that the reason for the move is:

“STAR is fortunate in having a large paying membership and appreciates the work Supporters Direct does among the wider football community. For the second year in a row, we have allocated 4% of our adult membership fees to supporting Supporters Direct as our subscription fee. This comes to around £500.”

The money from donations goes towards the delivery of training for board members as well as multiple other projects.

Thank you to all those who have made a donation this year. If your trust would like to make a donation, please contact your Network Manager or email enquiries@supporters-direct.org.

STAFF BIOGRAPHIES

Ashley Brown - CEO

Ashley is a board member of Pompey Supporters' Trust and was a Board Director of Portsmouth Football Club during the club's period of supporter ownership. He was also a member of the Government Expert Working Group on Supporter Ownership and Engagement. He brings 20 years of world class business and management experience to SD.

James Mathie - Head of England & Wales and Club Development

James Mathie joined Supporters Direct in 2007, and is currently Head of England & Wales. He specialises in ownership and governance models for clubs and has supported a number of clubs across different sports and levels to convert and thrive as community owned entities.

Andrew Jenkin - Head of SD Scotland

Andrew is Head of SD Scotland and has worked for the organisation since 2012 when he joined as a Project Manager. He is passionate about using sport, particularly football, for social and community development and, in 2011, established the charity Africa on the Ball.

Deborah Dilworth - Network Manager (EFL and EPL)

Deborah is a Network Manager and joined SD in March 2017 having graduated from the University of Liverpool Football Industries MBA. She has experience across several sectors within the football industry including education, media, sales and coaching and has gained experience working internationally. Deborah is an avid Preston North End fan.

Nick Igoe - Chief Financial Officer

Nick is SD's Chief Financial Officer and joined us in October 2017. He had previously been working as a consultant to SD on a number of finance-related projects.

Mark Reid - Project Manager, SD Scotland

Mark joined SD Scotland in October 2012, as a Project Manager. He most recently worked at Celtic FC as a Senior Football Development Officer where he oversaw Celtic's UK wide grassroots football programmes.

Nicola Hudson - Network Manager (Non-league football, Rugby League & other sports)

Nicola Hudson is a Network Manager at Supporters Direct, having joined in 2015. She is based in the North West of England. Nicola is passionate about sport, particularly football at a non-league level, being a lifelong avid supporter of her local team, Southport FC.

Richard Irving - Office Manager & Company Secretary

Richard joined Supporters Direct in June 2017 as Office Manager in our London office. He was a founding board member of the Arsenal Supporters' Trust and is now a regular volunteer at supporter-owned Lewes FC.

Vicki Goodfellow - Network Coordinator

Vicki is Network Coordinator at Supporters Direct, having joined in 2007. She is responsible for the organisation of all major events and manages the membership renewal process.



SD

supporters direct

