

# DUNFERMLINE ATHLETIC FOOTBALL CLUB

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## Pars United's Strategy For 2013/14 Season

Pars United would like to provide all supporters with the following overview of where we are as a Club at present, and the short term strategy for this current season.

### Introduction

Thanks to the success of "Save the Pars" and, more recently, "Buy the Pars", DAFC has now come out of administration, but it is vital that supporters are aware that its long term future is not yet guaranteed. More cash must be raised through "Keep the Pars", both by way of investment capital and by increasing revenue. Ambition, honesty, transparency, decency and integrity will all be essential if we are to attract further investment in DAFC.

At the same time, difficult cost-cutting measures have to be faced up to, given that we are operating as a full-time football club in the third tier of Scottish football. We must run the club prudently and efficiently if we are to put on the park a team who will return us to the higher echelons of Scottish football with the financial benefits that will bring.

### Football

To keep attendances at no less than our budgeted level of 2,500 per home game (excluding Rangers), we must maintain a competitive playing squad, and support the Manager in a sensible manner. Pars United is delighted to have retained the services of Jim Jefferies as football manager, and Neil McCann as his deputy.

There is no doubt that Jim's experience and strength of character have held the football structure together over recent months. He has impressed us all with his professionalism, integrity, loyalty and dignity during extremely difficult times. The aim for this current season has to be promotion back to the Championship, with the increased financial rewards now on offer to support a full time Football Club like The Pars.

It is also important that there continues to be an investment in youth development. Stephen Wright and his team should be applauded for taking real strides in developing some very promising talent. Rather than compromise this development, we want to build on it - as we now offer a true "pathway" to first team football for young players, which can assist us retain and attract new talent. The youth set up was previously largely privately funded, but must now become the Football Club's responsibility. Longer term, DAFC will benefit from this strategy.

### Financial

Pars United's original intention had been to raise sufficient equity capital to allow it to: acquire the 93.6% of DAFC that was held by BDO; make a contribution to the creditors' fund; meet the Club's "football debts"; and provide sufficient working capital to allow the Club to operate for the foreseeable future. In the short term, the Club infrastructure will remain fragile, with every £1 being a prisoner. A number of additional costs have been identified during the administration process. It is essential that Stadium and Administration costs are reduced to support the football budget. This also affects the costs of staging games at East End Park. Post administration, DAFC will have limited day to day staff, which means reduced opening hours and more flexible staff contracts. It is therefore essential that volunteers come forward to assist the Club, on request, to support DAFC staff. To provide absolute transparency for supporters, the following debts and costs have been inherited by Pars United in acquiring DAFC:

£170,000	Football Debt to be settled;
£80,000	CVA contribution to be paid;
£60,000	Youth Structure costs less SFA Grant for season 2013/14;
£25,000	Other historical debts required to be settled such as audits of accounts for last 2 years and associated penalties and settling existing leases; and
£140,000	Professional and Administrators Fees.

Only a limited number of these debts will be able to be settled via a monthly repayment schedule.

**OUR TOWN - OUR HISTORY - OUR CLUB**

TOGETHER WE ARE DAFC

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## Marketing

Taking into account these “legacy” financial costs in turning DAFC around, the high level marketing objectives for season 2013/14 to “Keep the Pars” are to:

- Raise a minimum of £150,000 through additional fundraising activities.  
These will cover a broad spectrum including: a rebranding of the Centenary Club as a “lifeline” for the Club; attracting further “Patrons” at a reduced level of £1,000; other one off events such as “Paton’s Premier Pars” and the St Andrews Night Supporters’ Ceilidh; and all of the other fantastic fund raising events being organised by supporters;
- Encourage a sense of community involvement among supporters, local businesses and the people of Dunfermline; and
- Improve the match day experience at East End Park. By doing this, we hope to increase the numbers who would otherwise attend and also their spend on the Club. A fans survey and ideas forum on 14 October has already been commissioned, as a first step towards this.

## Governance

Pars United has appointed an “interim” board of directors to the Club until the end of the 2013/14 season. Their immediate objective is to secure the future of the Club.

The board is as follows:

<b>Bob Garmory</b>	Chairman/Spokesman including Stadium and Match Day Matters
<b>Ian Hunter</b>	Legal & Financial Matters
<b>Jim Leishman</b>	Fund Raising & Community Matters
<b>Kip McBay</b>	Commercial Matters including Shop, Hospitality and Advertising
<b>Craig McWhirter</b>	Responsible for Football Matters
<b>Margaret Ross</b>	Fans’ Representative

The responsibilities of the General Manager will be shared by Ross McArthur and David McMorrine, both of whom are Patrons.

Ross has been the driving force behind Pars United and will continue to be responsible for the development of DAFC as a community club, in terms of marketing, fund raising and engaging with supporters.

David has been serving as General Manager during the last few weeks of the administration and will now accept full responsibility for the day to day management of the club, for financial systems and for budgeting. All of the above people will continue to offer their time and not be paid for their services.