

LEYTON ORIENT FANS TRUST – EXECUTIVE SUMMARY OF RECOVERY PLAN

(For use at the Special General Meeting 2nd March, 2017 and published on the LOFT website in advance)

The recovery document is essentially a plan to see the club through a number of scenarios. At the outset, it is important for O's fans to know that we cannot put the entire document in the public domain for reasons of confidentiality. This is therefore a summary of the document, how it works and the plan of action that is currently ongoing around it.

Before we begin, we would like to set out exactly how the plan has been put together. LOFT has been in touch with 13 other trusts that either currently own their own clubs or have faced similar situations such as the ones we face today. Those trusts include AFC Wimbledon, Portsmouth, Exeter City, Wrexham, Chester and Hereford amongst others.

Questionnaires were sent to all these trusts and we would like to place on record our sincere thanks to those that responded – their answers have been extremely beneficial in building what is essentially a plan from scratch.

In addition to this, we have held dialogue with ex-owner Barry Hearn regarding Brisbane Road and many of you will be familiar with the excellent work that our secretary Jonathan Kaye and new vice-chair Tom Davies have done in this area with the Asset of Community Value nomination. Discussions with Mr Hearn will be ongoing with regards to the ground only.

We also want to thank some ex-players and/or managers, namely Steve Castle, Ian Hendon, Darren Purse and Simon Downer, who have helped assist us with the business plan for a phoenix club. This has helped us understand how a non-league club would work in terms of playing and managerial contracts, and the financial aspect of the way this works at step four and five level of the non-league pyramid.

LOFT has also been in touch with both the Football League and the Football Association to clarify several points of issue regarding clubs in administration and/or liquidation and the re-forming of phoenix clubs. Their help has been invaluable and we now have a specific point of contact at both organisations.

Finally, the document has also been sent to our external directors for review, who are Leyton Orient editor Jim Nichols, ex-captain and current Greenwich Borough assistant manager John Mackie, local MP John Cryer and supporters club committee member Tony Roome. John Mackie in particular has offered his continued assistance which is of great benefit.

The document itself is split into four sections dealing with various scenarios that could take place, a business plan for a phoenix club in the event of a last resort situation, details of the fighting fund and finally a record of notes from meetings with prominent stakeholders such as Barry Hearn, The London Borough of Waltham Forest council and the Leyton Orient Trust.

There are four scenarios the document deals with. These are:

- working with the current owner for a better Leyton Orient
- the club being sold to a new owner
- administration
- liquidation

It would appear that the first scenario of working with Mr Becchetti has now probably passed, which leaves us with three possibilities.

On each scenario we have built in a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, the likelihood of each one happening based on the information and evidence we have been able to gather, a possible solution and then a plan of action specific to each case that the trust would need to undertake.

Some of the action points on these plans are generic, such as the need to increase our membership base, a fighting fund required and the need to constantly update the document with further evidence-gathering depending on the ongoing situation at the club. There are also several points specific to each scenario. Some of the actions have already been completed, some are ongoing and some necessarily can't be initiated until a particular event such as liquidation takes place.

Section two of the plan deals solely with the worst case scenario of a phoenix club having to be reformed. It is very important to remind everyone that LOFT is very clear on this; a phoenix club would only be attempted in the case of a last resort and of course following a vote by our members.

We have put together a three-year business plan with income and costings to the best of our ability, so that if the worst case scenario was to take place and the trust votes for the reformation of a phoenix club, we have something to work towards immediately, along with other parts of the action plan under the liquidation scenario.

There is a Q & A from the EFL (Football League), the FA and finally a general Q & A from LOFT that forms the last part of section two. These accompany this summary and will hopefully help dispel some myths about administration and/or liquidation, how the organisations assist the club and of course the general thoughts from the trust. We are of course happy to answer any questions arising from those, or any other questions anyone may have.

Section three of the plan deals with how the proposed fighting fund would work, how it would be administered and the purposes for such a fund.

The final section of the plan is a contact list of stakeholders, split into three separate categories; LOFT members who have indicated an offer of help to the trust along with their skills and experience (which we are looking to expand), businesses which have an ongoing connection with the club and the services they provide, and finally outside individuals or organisations with whom we have made

contact (including people who have assisted greatly in the Olympic Stadium Fans Coalition, and organisations such as Supporters Direct and The Football Supporters Federation.

In summary, the whole plan is geared around trying to cover every possible scenario and having a designated plan of action that we can then put into place at a moment's notice.

Accompanying this executive summary are:

- Disaster recovery plans – summary for presentation
- Proposal document for a 'fighting fund'
- Q&As