

Exeter City AFC Supporters Society Ltd

Trust Board Meeting Minutes Part A

Meeting held in Boardroom and on Zoom

Date: 13 May 2024

Trustees present: Nick Hawker, Will Barrett, Julen Beer, Steven Chown, Nick Edwards, Pete Ferlie, Clive Harrison, Richard Knight, Neil Le Milliere, Debra Noble,

Apologies: Doug Gillard, Jamie Pelmear.

Officers Present: Dean Matthews (Trust Secretary), Pete Cordwell (Minutes Taker), Ryan Ilott (Membership Secretary),

Apologies. Steve Chudley

Trust Members present: Stephen Dart, George Hunter

Approval of minutes from February meeting

Approval of Part A Minutes for April, proposed by RK, seconded by NE.

The minutes were approved with one abstention.

Matters arising

Steve Dart thanked the secretary for assistance he had given.

Part B Summary

Under Part B of the Trust Board meeting, the Trust Board:

Discussed the progress in the purchase of the Cliff Hill Training Ground and the OTR building.

Considered some problems with the change in the ticketing system

Were informed about budget projections up to 2027

Gave some early thoughts on updating the Articles and the CTA

Chair's Update (Part A)

Membership (as of 12th May 2024)

Total Number of valid Trust Members: 4,339 (Including Corporate Members)

Made up of:

Corporate Members: 46

Members in Grace Period: 265

Fully Paid Up: 4,074

Newsletter

The May Trust newsletter has been despatched.

OTR (Exeter) Limited

A ballot has now been despatched in relation to purchasing this building and land around SJP. A

detailed OS plan, as registered with the Land Registry, is included. The ballot will close at mid-day on Saturday 18th May. I'll ask Will to update on turn-out at the Trust Board meeting.

Trust Strategy 202413

This process is making excellent progress and I'm encouraged by the engagement of the Trust Working Group leads. Hopefully, we'll soon be able to present to the Trust Board and then Supporter Experience focus group.

VeryConnect (Impact of new ticketing system)

This is an ongoing effort that is becoming more and more active. Currently we are discussing the update of priority status upon Kaizan, and the transfer of Trust members from SPEKTRIX. There is also an issue around auto-renew members currently using SPEKTRIX.

Club Budget 2024/25 (10th May 2024)

The Club Board approved the Club Budget to be forwarded to the Finance & Governance Group for later recommendation to the Trust Board.

Trustee Club Board Nominations

Trustees wishing to be appointed as Club Board directors are reminded that this occurs in June and papers relating to this should be submitted prior to the next Trust Board meeting.

Activity

Given my holiday period it's been especially busy making sure, as much as I'm able, all is in order. This has included regular meetings with CEO, Jeremy Tipper, meeting with a representative of OTR (Exeter) Limited with respect to its potential purchase, and with the Chair of the Supporter Experience Sub-Committee, Clive Harrison.

I attended and chaired the Club Board on Thursday 9th May, welcoming Steve Exley as a non-voting non-executive director. Steve brings considerable skill and experience from the football and sports world, having worked at Manchester City, Millwall FC, and currently at Hampshire Cricket Club.

Steve's appointment was approved by the Trust Board following a successful joint board meeting.

Nick Hawker 12th May

2024

At the meeting Some discussion of OTR plans took place. As requested, OS plan will be forwarded by secretary to Steve Dart, Trust member. The ballot will now close on **27th May**. An FAQ is being compiled.

Update from Supporter Experience Committee.

The Club provides the agenda and minutes for these meetings.

Summary

Kiosk in main stand for Oxford game. Will be able to cook in there.

Family Zone. Big Bank. Is being moved toward the left hand side. It is hoped there will be a higher standard of behaviour monitoring there.

Complaints. Hoping to deal with these more quickly.

Matchday safeguarding and security is constantly under review.

Season ticket sales going well. Roughly as last year.

Media. New Sky deal and what Club offers is under discussion. Also being considered are the effects of irregular kick off times on hospitality.

Summer events planning, such as Euros and cinema screen progressing.

Question about problems with extra cables from the four cameras (Sky). Hoping to avoid similar problems to Plymouth.

Working Group Updates.

NB. The minutes from Working Group meetings are in Italics

Trust Finance Group Meeting Minutes

Date: Tuesday 16th April 2024, 5.30pm

Location: SJP, Box 2

Attendees: Steve Chudley, Pete Holding, Nigel Banks, Richard Knight, Jamie Pelmeur, Nick Edwards

Apologies: None

Approval of minutes from 18/03/2024 (SC)

Minutes approved.

Matters arising (SC)

The payment authorisation process proposal is going to be reviewed and will likely come back to this Group at a future date.

Club updates (SC)

ii. MACCs (SC)

The MACCs had been circulated prior to the meeting.

iii. Other updates

Club Articles/GM/CTA: These documents will be reviewed and updated as necessary to ensure that they remained fit for purpose.

ECFC Women: Their possible promotion is being considered from a financial point of view as playing at a higher level would likely incur additional costs. There should, however, also be an increased possibility of revenue generation.

Succession planning: The Club are looking to improve this area and work was ongoing.

Trust updates (SC)

SC had started the process of preparing the Trust budget for 2024/25 and had approached Working Group leads for their input.

This Group agreed to maintain its £2k budget next year.

Date of next meeting (SC)

TBC by email.

AOB

None.

April 2024
TrustAccounts

Opening balance	36 0, 26 1. 53
-----------------	----------------------------

Receipts

	17 ,2 54 .7 2 39 .6 0
Subscriptions/donations	
Chefchenko book sales	

Total	17 ,2 94 .3 2
-------	---------------------------

Payments

	8, 33 3. 00 3, 49 3. 44 24 .0 0 15 .5 9 39 .9 0 40 0. 00 50 0. 00 41 4.
Payment to club	
Wages/Tax/Expenses	
Membership refund	
Zoom	
Printing costs	
Donation to TUCST	
Ability Counts sponsorship	
City for All tickets	

	00
	61
	6.
Adobe subscription	12
	50
	3.
Insurance renewal	95
	51
	3.
Awards Night tickets	00
	50
	.8
Bank charges	0
	14
	,9
	03
	.8
Total	0
	25
	5.
PayPal	86
	61
	3,
	06
	4.
Deposit account	20
	97
	5,
	97
	2.
Total	11

Ownership and Membership Group

Minutes of last meeting

Elected minute taker: Richard Knight agreed to take minutes.

Present: Neil Le Milliere and Clive Harrison.

Apologies: Steve Chudley, Mark Cordell, Elaine Davies.

Although not quorate members decided to proceed and to either seek confirmation by email if vote required or leave to scrutiny of minutes.

Approve OMWG Minutes 28 February 2024. Proposed Clive and seconded Richard.

One abstention as not at previous meeting.

Matters Arising:

Still no knowledge of progress with McQueenie Mullholland

Subscription Promotion Activity. Richard asked Nick for update at TB.

Timeline display at CHTG not progressed to website. Media waiting for final detail. This is now probably too late to be of new(s) interest?

City-Chiefs Bake-Off. Will no longer take place as Club Media could not meet RGB expectation on attendance.

Strategy (1) flyer will be used when Season Ticket cards are released (2) Nick Hawker has called the work group leads to weekly meetings to draft a new forward positioning strategy.

Away seats will still be in Nevada Construction Stand next season.

New Digital Marketing Manager, Michael Heath, started yesterday.

Other Media is the new digital partner replacing EFL.

Fans Forum with supporter focus End of Year report is delayed.

David to circulate a synopsis of Kevin Rye linked in interesting ideas to get people into the ground earlier and half-time. Richard to query if information available.

David's celebration of 4000 members has been held as doubts we will be over 4000 for a short period.

Neil expressed need to announce the Teams in hospitality and suggested extending referees bell to hospitality as an indication to move to stadium.

Items delegated from Trust Board

Strategy – Increasing member Donations. Nick H is holding weekly meeting with Work group leads to update and future proof strategy. Other focus retaining "Luton sign-ups.

Director of the Day – Developments for next season circulated. Richard to send to Neil.

Budget 2023-2024 & 2024-2025 discussed and to be circulated to the Work Group.

SEC – Clive.

All information as revealed in Monday's Trust Board papers. Covering: Supporter Experience Stadium Innovations; Matchday Activities; Community Ticket Scheme; Family Excellence; Ticketing System Update; Supporter Behaviour & Chanting; Coach Travel providers; Women's games at SJP; Upcoming events; End of Season Awards; Party at the Park & Kit Launch. Reports also for CCO, bars and retail.

600 taken up offers on City 4 All. Refreshment voucher also given to beneficiaries. Is proving a strong Community benefit and example of membership and fan base having the community at heart. Clive looking for better control over free tickets next year.

Party in the Park Away Shirt launch, should include the Grand Opening of the covered Fan Zone.

Website seen to be using greyed out Club badge.

Junior Grecians – Steady numbers. New season ticket offer has been made with exclusive Junior Grecian t-shirt.

Events Calendar:

April 14 – EFL Awards at the Grosvenor House Hotel, Park Lane.

April 17 – Fans' Forum postponed pending delayed production on supporter version of annual report which is to be the subject matter.

April 19 - ECWFC's A&S Interiors Devon Women's Premier Cup Final vs Plymouth

April 25 – EFL SLO Teams Meeting

April 27 – Season closes (now with 12:30 KO)

April 28 – ECFC Awards Evening – 25% sold so far

April 30 – Adam Stansfield Memorial Match at SJP

May 1 - Senior Reds with Shaun Taylor in conversation with Vic Morgan.

May 1 – Devon & Exeter Final at SJP

May 4 – Commercial Corporate Football Play on the Pitch at SJP

5 x Potential Outdoor Movie nights on each week of the Euros

Weekend of the 4th Aug – potential home friendly – Third shirt launch

May 1-5 Devon & Exeter Cup Final, Commercial invite games and possibly Women's final game of what has proved a very successful season.

May 13 – Trust Board

May 16 – Members' Meeting regarding Purchase of OTR Ltd

May 18 L1 Play-Off Final

May 20. Senior Reds with Dean Edwards

May 23 – Family Excellence Best Practise Seminar at Walsall FC.

May 25 FA Cup Final

May 27

June 6 – 7 July – 5 (England) games to be staged on giant screen in front of Optimising IT Stand + 5 Movie Nights

June 10 – Early Bird period ends

June 10 – Trust Board

June 14 – Full price season tickets on sale to all
 June 16 – Euros – England v Serbia KO 8pm
 June 20 – Euros – England v Denmark KO 5pm
 June 20 – L1 Fixture Release
 June 25 – Euros – England v Slovenia KO 8pm
 June 26 L1 fixtures released
 Friday, June 28 – Unclaimed seat holds are released to all supporters
 July 1 – Player contracts begin
 July 5 – Euros – Qtr Finals Weekend KO 5pm
 July 7 – Family Fun Day – Away kit launch + Opening of Fan Zone
 July 8 – Trust Board
 July 9 – Euros – Semi Finals Weekend KO 8pm
 July 12 – PSF at Weston-Super-Mare, Optima Stadium19
 July 14 – Euros – Final KO 8pm
 July 16 PSF Mousehole (a)
 July 19 PSF Yeovil (a)
 July 31 – Season Ticket sales end
 Weekend of Aug 4 – potential home friendly – Third shirt launch
 August 10/11 – New EFL Season (36 weekends, 6 midweeks and 4 Bank Holidays)
 August 12 – Trust Board
 Mid August - Carabao Cup Round 1
 Early September Group Stage of the Bristol Street Motors Trophy (League One, League Two and 16 invited under-21 Premier League teams).
 September 9 – Trust Board
 October 14 – Trust Board
 November TBA – Trust AGM
 November 2/3/4 – FA Cup Round 1
 November 11 – Trust Board
 December 9 – Trust Board
 May 3, 2025 – L1 season Close.

May Bank Holiday Weekend – Play-off finals

Grecian Goal, 20 Years Celebration, Cook books, Fan Zone Cover – Elaine.

Grecian Goal – heavily linked to goals scored. As a consequence fund raising slower. But expect £4k to be available by end of season.

Fan Zone. Foundation to provide £15k and Grecian Goal £4k. £1k also provided by 50/50 winner.

Cook books could be available at Volunteers Lunch.

Trust Merchandise & Shop not discussed.

Very Connect, Membership Numbers, Contact & Ownership

Membership Secretary update on VeryConnect, 4,084 current members

Corporate Membership – to be updated

Fans' Forum and GGF (April 17) delayed sue to late production of Supporter Version of Club Annual Accounts.

Director of the Day, 2023 Celebration Hospitality, FECRACE & FSA - Neil

FECRACE victim of own success, especially if staff are short. Still pursuing new sign.

Last match of the season post-match FECRACE social dropped. Probably need a new box of reusable cups for next season.

Director of Day continues to draw regular appreciation.

Current FSA interest in: Museums & Halls of Fame, Season Ticket prices; implications of Sky broadcasting and implication on travelling fans; Women Supporters at the Men's games. Young Fans' Focus aged between 18 and 30 and Cheltenham Trust is now the third largest shareholder with around 16% of the issued shares.

AOB - Elaine asking for three badges: Director of the Day; Thank you for significant contributions and Fundraising. Mark Cordell running a Trust Ebay account. Sales so far £21. Wants to have business cards to go out with purchases.

Suggestions for Director of the Day package

Still waiting for accounts for supporters

Date of Next Meeting 22 May

Future Meetings:

3 July;

14 August

25 September;
6 November;
18 December.

Existing OWMG Strategy

1 Increase membership: The Trust has maintained its membership level after taking control of the Club is an indicator that ownership model is held in strong esteem.

Ownership & Membership Working Group (OMWG) aim to co-ordinate efforts to maintain existing membership

numbers and to increase membership numbers by 10% over 3-5 years.

Ultimate aim would be to have a membership equivalent to average attendance at SJP.

A Facebook "Be Part of IT campaign has been launched to test that particular platform. This campaign will run until 30 April.

1st May will see the launch of two campaigns on an ongoing six monthly rotation to promote membership to non-Members and secondly Increase subscriptions/donations SEE BELOW AND 3. Increasing subscriptions and donations will constitute a significant contribution to help raise income towards Project 6000 – a sustainable League One budget.

Senior Trust officers are prepared to conduct Roadshows to Grecian Groups and business community to promote our ownership model and recruit new members.

2 Explore 'rewards' for existing members

Carpetright 10%

RGB 20%

Club 10% in shop,

Club Post match beer discount.

Club give us discount/Free

Youth/U23 games

Club give 10% discount on Room Bookings

CCT discount for Ladies matches.

Director for the Day

Hospitality volunteer/rep

"Reward" each match

There is an opportunity to explore for businesses members are involved in or know to be recommended to the Trust. In particular those who want to promote offers to our strong and loyal Membership to help them bounce

back post pandemic.

Acknowledge for core members discounts might not be that popular as they fundamentally want to see income

for the Club maximised.

3 Encourage increased subscriptions

Monthly average is currently £4.50. Increasing this figure to £5.50 would constitute an extra £42k available for the

playing budget.

OMWG accept that because of the effect of the pandemic this area might need time to recover before progress is

made

Increasing subscriptions and donations will constitute a significant contribution to help raise income towards

Project 6000 – a sustainable League One budget.

1st May will see the launch of two campaigns on an ongoing six monthly rotation to promote membership to non-Members and secondly Increase subscriptions/donations.

4 Make greater use of members' skills

The Trust is currently utilising member skills in various disciplines including maintenance, recycling, project management, communications, finance and audit and review.

An advert has recently been placed for an Internal Auditor who will be a part of the Audit, Risk & Compliance Club Board sub-committee.

Campaign for other opportunities to be run annually or as opportunities arise. There should be many positive ways

in which existing membership can contribute both on matchdays and during the week, but also utilising the wider range of skills that exists within the membership.

The Annual Volunteer Thank You evening will probably not be appropriate during 2021 but will hopefully be back

post pandemic in 2022.

5 Encourage family attendance at St James Park

The family fun day is already established in the calendar. Because of the pandemic it will not be organised this year but will hopefully be back in 2023.

EFL Family Excellence and Away Fan Experience –The Trust and Club expect to continue participating in the highly recommended bracket.

Serious consideration is being given to the launch of School Ambassadors.

But the Exeter fan base is wide and diverse. As well as being aspirational long-term we must not lose sight of the

ability to attract and identify with singletons and empty nesters who perhaps present significant immediate income growth potential.

6 Match day experience Adding a sponsored recycling race on 3G strip pitch side

between dug out and end of IP Office Stand before KO.

Continue analysing Away Fan Experience and Family Excellence feedback reports from EFL for things that we can introduce to improve the match day experience.

Continue and expand the Match Day Experience annual event.

The Trust has received a suggestion from Trust member, Andy Holloway, that a special remembrance shirt should be produced for players to wear at a designated fixture (to be decided on release of fixtures). The shirt would display a poppy and perhaps the names of “fallen” ex City players. Money raised would go to the RBL. This was referred to Justin, COO, so that he could gain consent from the EFL. There was a feeling that ex players’ names on shirt would be a difficult and probably unlikely, request.

Communication and Engagement Group

Communications and Engagement Working Group Meeting Minutes

Date: Monday, 15th April 2024

Invited: Julen Beer Ayo, Clive Harrison, Nick Hawker, Dean Matthews, Jed Penberthy.

Apologies: Jed Penberthy.

1. Upcoming Pieces

Pieces to be approved by the Trust Board before publication.

2. Update on Upcoming Votes

OTR purchase vote expected to take place in first half of May.

The Big Step vote wording to be simplified, removing arguments for and against, for approval by the Trust Board. [NH to speak to Mark Cordell]

3. Comms Budget

JBA to contact Scott Palfrey for ballpark figures to aid with creation of the CEWG budget.

4. Big Bank Signage

JBA in contact with Signs Express to replace Big Bank Signage.

JBA to speak to Scott Palfrey about redesigning the ‘Proud to be’ logo, with a view to this replacing the ‘20 Years’ logo.

5. AoB

NH continuing with the Newsletters and writing notes/compiling notes as the month goes on, including stats, DotD, etc.

NH wants to do a mid-May newsletter to recap the phenomenal season.

JBA and DM liaising to gain access to enquiries email. Once access is gained emails will forward to new ecfcst.org.uk one.

Part A Meeting Packs to now be uploaded as files to VeryConnect from May onwards.

Date of next meeting: 20th May 2024

Community Working Group

COMMUNITY WORKING GROUP MEETING MINUTES

Thursday 25th April 2024; 6.30 – 7.30 pm (on Teams)

Present: Steven Chown (Chair), Julen Beer, Pete Cordwell, Pete Ferlie, Doug Gillard, Nick Hawker.

Apologies: Will Barrett, Jamie Pelmear, Neil Le Milliere
Minutes/ actions from 29/02/23

Subject	Action	Status
Respect 2024	SC to contact Suuad Genem re: Trust stand	Complete
Ability Counts	Update at next Trust Board meeting 11/03/24.	Complete - see agenda item below
Recycled Sports Kit	SC to contact Carrie Gillam re usage.	Pending
Kick It Out Tournament	WB to share details of KIO tournament in summer nearer the time.	Pending
EFL Green Weekend	WB to share with Wycombe Wanderers Sustainability Strategy with Working Group.	Complete – link included in minutes 29/02/24
Match Day Buddy Scheme	Raised by PF. TBD at next CWG	On agenda
Fans Forum	Raised by PF. TBD at next CWG	On agenda

2. Ability Counts – Trust Sponsorship.

- Trust Board updated 11/03/24. Successful event. Coach Road: 9 leagues. 500+ players and supporters. Insert in programme/ social media coverage. Agreed to consider sponsorship next season.

3. ECI - recycled sports kit etc

- Action: Steven C to contact Carrie still pending.

4. Community Fund update - Nick H

- On track to raise £12k at the Oxford United games: Exeter City Community Trust, Exeter Community Initiatives, Exeter Leukaemia Fund, Devon Rape Crisis, Devon Refugee Centre . Additional funds from Party in the Park.

5. Community Fund Charity Dinner

- Will B and Ellie Taylor from ECI organising. To involve Community Fund charities. Scheduled for Thursday 4th July in the Trust Suite. Guest speaker to be Gary Caldwell. Corporate sponsors to be invited.

6. South West Supporters

- Doug G reported SW Supporters reaching out to supporters trusts' in other parts of the country and in USA.

7. Match Day Buddy Scheme

- For those anxious attending games/ first timers/ supporters returning to SJP after several years. Proposal to have a volunteer meet supporter on arrival and check in after the game. Agree to explore further. Possible link to City for All scheme. Action: Pete F to consult Clive H and Richard K on practicalities.

8. Wider Devon Fans Forums

- *Pete F suggested Trust Board members visit Fans Groups.*
- *Discussed Nick H and one Board member with player visits groups. Action: to be raised at full Trust Board meeting.*

9. The Big Exeter Quiz

- *Doug G agreed to support the quiz this year. Action: to be reviewed again after October.*

10. Events - Respect 8/9 June

- *Steven C contact Suuad to agree stand next to Community Trust. Worked well last year. To be set up so people could stop for a chat rather than just hand out leaflets. Action: call for volunteers to be raised at full Trust Board.*
- *One off planning meeting before end of May. Action: Steven C to send dates.*

11. Trust Strategic Plan

- *Currently under review. Action: Steven C to circulate Nick H summary to CWG members.*

Next Meeting

June 2024 to be confirmed.

There was a discussion regarding the retention of the charities for the coming year. It was agreed to keep the same charities for longer.

NH suggested adding the Fluminense charity, Onda Solidária.

<https://en.ondasolidaria.org/quemsomos>

NH also suggested expanding our fan base in the USA by sending a message to City fans in USA on Independence Day

City for All Proposal 24/25

The City for All Scheme started midway through the 22/23 season after Supporters' Trust member

Tom White proposed the scheme to the Trust. In its first season City for All provided 219 tickets to

supporters who would otherwise not have been able to attend matches due to the cost of living crisis.

This season, 23/24, 623 tickets have been provided and the scheme has widened its area of support

to include Devon Young Carers, several NHS departments, Julien House, St Sidwells Community

Centre, St Petrocks, the YMCA and we recently hosted a group of Afghan and Ukrainian refugees

who are on a resettlement program with South Hams District Council.

"I just wanted to say a very big 'thank you' for the tickets and refreshment vouchers. It was very

generous of you and the club and very much appreciated. It was the first proper outing the families

have had since their arrival to the UK at the end of December. Even though the result wasn't in

Exeter's favour, they had a great day out and loved the atmosphere in the ground."

Summary 23/24

The Club provided 6 Seats and 6 Standing places.

In addition, the Trust purchased 16 (8A, 8C) tickets last season with monies received from CFA

appeal donation button on the club website, this totalled £4560.

Giving a total of 22 Seats and 6 Standing places.

The scheme also received three season tickets from private donations together with further match

by match donations.

In general, this covered demand.

The scheme also returned a fair number of late donations of tickets to the club for resale.

There is still a balance remaining from the donations that were made while the "City for All" website

donation button was live on the website.

- Total cash donations £6,733
- Total Ticket Purchases 23/24 £4,560
- Season Ticket for terminally ill Supporter 24/25 £411
- Balance £1,762

The Trust has access to 10 tickets as and when requested. These have not been used for the scheme to date.

Questions:

1) Do we wish to continue the scheme next season?

2) If so, at what level of tickets?

- To replicate 23/24 we would need to either raise/fund a further £2,800 (excluding the price increase) or
- Utilise the 10 Trust tickets and purchase a further 6 at approx. £1,710, the remaining balance.

The meeting agreed to continue with the scheme. It also agreed to purchase 5 of the Trust's 10 tickets at a cost of £1,500 to help finance the scheme

Any Other Business

NH suggested that the two Trust places in Trust Suite should go into ballot for Trust members with a birthday that month.

GH Trust member, asked if the red donation button on the ticketing website could be live all season.

Yes, with Kaizen, this can be done. He thanked Trustees for all their hard work.

Date of next meeting: 10 June 2024

Future meetings

8 July

12 August

9 September

14 October

11 November

9 December