

## S.E.C. Meeting Notes 06/11/24 – Trust Board Part A

The Supporter Experience Committee (SEC) is a subcommittee of the Club Board.

Attending: Clive Harrison (Trustee & Director)(Chair), Richard Knight (Trustee & SLO), Sue McQueenie (Associate Director), Jonatan Hart (Director), Joe Gorman (CEO), Justin Quick (COO), Chris Irwin (CCO) and Michael Heath (Head of Marketing and Media). Apologies: Jen Dixon (Executive Chair, Women's Football)

### Infrastructure Projects:- (Justin)

FanZone update

The fanzone foundations are in place, the frame will be installed the week commencing 11th Nov. Structure completed by the end of November. Kenniford to move into the gap made by the removal of the bin store with a club catering unit to follow, subject to planning approval.

Delivery of summer improvements at SJP (update)

- ◆ The new kiosk in the Nevada stand is open and operating.
- ◆ Club Shop Kiosk in the Adam Stansfield stand is ready, bar the roller shutter, and will open for the Charlton game.
- ◆ The Away end bar to be ready pre-Christmas, thus alleviating the need to limit bar sales according to capacity. Although, this will need to be reviewed once it is open.
- ◆ The delivery of the proposed kiosk cut into the side of the BB will be better undertaken in the closed season to avoid any capacity issues during the development.
- ◆ Draft doors for the Adam Stansfield stand have been ordered.

Car Park/supporter access (review)

The barrier has made a big difference in reducing unauthorised parking although there are still improvements to be made over time regarding necessary access. Short term parking for the shop etc will be provided on stadium way as it leads into the fanzone.

Car and supporter movements in and through the car park have been limited, no car movements from one hour before kick off and until supporters have edited post match.

### F&B update (Justin)

There will be a couple of product changes in the bar due our current products being removed from suppliers ranges.

CH raised feedback on pricing, plastic glasses and complaints about the Trust Bar not being open for the recent FA Cup game. The issue that led to the bar not being open has been dealt with and it will

be open for future FA Cup games. Plastic cups, deposits and charity donations will be discussed in a separate meeting, the aim being to streamline the process, remove customer concerns about the deposit adding to the price of a pint and to try and maintain the level of charitable donations. Bar revenue is slightly ahead of last season on a match by match basis.

### Matchday Experience (Clive/Richard)

Supporters have been fundraising in order to put on a display ahead of the Birmingham game. The Club & Trust will be contributing £100 each towards the target. Justin has made contact and as well as liaising on safety and sustainability has offered to assist with advice on the organisation of the implementation.

There was a discussion on how to better utilise the big screen and the potential for a mobile camera. Issues with replay feeds have now been resolved and replays are now shown on the screen again.

### Women's Football (Jen)

Apologies from Jen who was unable to attend.

### Marketing Initiatives: (Michael)

Half Season Tickets will be available shortly with the first included game being on Boxing Day.

Streaming services have continued to improve and supporters beginning to understand the changes since to move away from iFollow.

The online shop has been a focus with an updated site and new imagery added.

<https://shop.exetercityfc.com/>

### Commercial Activities & Events (Chris)

Chris attended his first SEC meeting and gave his early impressions and talked about areas he had identified for focus. Chris has met with many of the staff and management team to understand our current position and the workings of our Trust owned club.

### Supporter Experience Roundtable (Clive)

The Supporter Experience Roundtables continue to provide useful feedback and the Exec Team, and several departmental managers have presented to the group on their various responsibilities for which I am very grateful. It is hoped that the group will be able to provide further feedback and have input into projects such as the Centre Spot and App development.

The next meeting will be on November 27<sup>th</sup>, when Chris will be introducing himself and his early impressions, Michael will be returning to update on the Website and App developments and Joe will be discussing "the cost of a matchday" from a club perspective.

AOB

CH raised concerns around the Junior Grecians, the Family Rooms decor and equipment maintenance along with matchday/non matchday activities. These were discussed in a separate meeting between CH and CI.

The Clubs Fan Engagement plan is now included in the websites menu and a introduction added.

The players hospital visit, seniors party and calendar signing events will all take place on November 28<sup>th</sup>.

There is a slight change to the way that the priority period has been handled in the past. This has become necessary due to issues with the assignment of season tickets this season. Mainly, that not all season tickets are assigned to individuals. For example, if you bought two, these could both be in your name this season. This will not happen in future; all will need to be assigned to an individual.

Normally the Season Ticket Claim period would run alongside the priority phases. For the Chesterfield game, and any subsequent Cup games, the Season Ticket claim period will precede the priority phases. This change will mean that season ticket holders can purchase all/some of their Season ticket places, rather than being caught up in the one per person limit. This will also be of benefit to Gold/Silver phases as more and potentially better seats will be available following the release of unsold Season Ticket spaces.

Next Meeting: Wednesday, December 4<sup>th</sup>, 2024.

Notes: Clive Harrison - 08/11/24

**Exeter City Supporters' Trust**  
**Ownership & Membership Working Group Minutes**  
**PRIVATE & CONFIDENTIAL**

**6 November 2024 @ 18:30**  
 Teams Meeting by Teams Calendar Email

1	<p><b>Elected minute taker:</b>  <b>Present:</b> Clive Harrison, Steve Chudley, Neil le Milliere and Richard Knight  <b>Guest:</b> None  <b>Apologies:</b> Elaine Davis, Debrah Noble.</p>
2	<p><b>Approve OMWG Minutes 25 September 2024</b>                  2.1 Proposed Steve Seconded Clive. Carried with one abstention.                  2.2 <b>Matters Arising:</b>                  2.2.1 <b>2.2.3/2.2.8</b> Freshers' week/Student Ticket has caused some controversy as launched as Flexi Ticket. Six sold so far. Half-season ticket to be marketed before Christmas.                  2.2.2 <b>2.2.4/2.2.9</b> Queues had featured again at Round Table. Charity glass for City 6 Foundation might be replaced by a token system.                  2.2.3 <b>2.2.5/2.2.11</b> GGF now set for 13 November.                  2.2.4 <b>2.2.6/4.4</b> Fan Zone cover now set for end of November. Steel work next week. Resin floor to be delayed with initial covering a "Black Topping." Roof now causing delay. Potential hazards continue.                  2.2.5 <b>2.2.7/4.7</b> Streaming service now very reliable but no app until end November.                  2.2.6 <b>2.2.8/4.11</b> ED Travel are Greenslade's. Official travel has unfortunately been promoted and personalised from a private email address. Pictures from a third coach have caused concern. Reassured at SEC that company and authorities are aware.                  2.2.7 <b>4.2</b> Draft doors to OITAS have been ordered.</p>
3	<p><b>Items delegated from Trust Board</b>                  3.1 Strategy – How Trustees and Members can feel that "they own their Club."                  3.2 Increasing member Subscriptions.                  3.3 Nick running a campaign on lost Members. Meeting NH/RK and possible solution provider 7 November.                  3.4 Budget 2024-25 had been accepted.</p>
4	<p><b>SEC – Clive.</b>                  4.1 Infrastructure Projects:                  4.1.1 - Fan Zone update                  4.1.2 - Delivery of summer improvements at SJP. Shop in OITAS will open for Lincoln. Away end bar still December but might not fully solve problem. Big Bank second kiosk has to wait as reconstruction might cause reduced attendances.                  4.1.3 - Car Park/supporter access barrier. Short term parking in Stadium Way for visitors.                  4.2 F&amp;B still with Justin. Unregistered complaint Trust Bar not open for FA Cup. Smaller keg to be provided to overcome no real ale upstairs. Bar manager and kiosk supervisor to be appointed.                  4.3 Matchday Experience: Club and Trust contributing funding to Big Bank display. Nevada Construction likely to sponsor fire boxes vs Birmingham.                  4.4 Women's Football struggling with support staff/volunteer buy in.                  4.5 Student, wider issued Flexi &amp; Half Season Ticket likely next year.                  4.6 Commercial Activities &amp; Events Chris Irwin in post. New appointment for a Sales and Relationship manager to be completed.                  4.7 Agreement Commercial update/plans to be passed to SEC before design stage progresses.                  4.8 Slight modification to Priority ticketing to give Season Ticket holders advance window allowing home seats to be released for Gold/Silver member and not held back until Community/General sale.                  4.9 Season Tickets might have tiered pricing for wings. Prices review season. Could mean breaking £30.                  4.10 JG expectations seem to be delayed                  4.11 Complaints process had been discussed. Hopes policy will be more religiously followed.                  4.12 Supporter Experience Roundtable next meeting November 27th, 5:45-8:30pm.</p>

4.13	28 November: Bramble Ward visit, Seniors Event and Calendar launch.																
4.14	Bar prices to be displayed in all rooms/bars.																
5	<b>Junior Grecians</b> – JGs expectations for room & equipment have slowed. Membership has been buoyant. Take up needs improving to meet expectations and income budget.																
5.1	Expected refurb has not taken place.																
6	<p><b>Events Calendar: (still to be advised Rainbow Laces and Kick It Our days of action)</b></p> <p>November 9 – Trust AGM/ Remembrance Match  November 11 – Trust Board. Bristol City away U21 Premier League Cup.  November 13 – Grecian Groups Forum  November 18 – Women’s FC Forum with Jen and Abbie – Trust Suite  November 18 – Big Exeter City Quiz – 2 – Centre Spot  November 19 - FA Youth Cup vs Dunstable (7pm)  November 23 – Exeter City vs Dunstable FA Youth Cup  November 27 – Supporter Round Table  November 28 – Bramble Ward, Seniors Christmas Event, Calander signing  December 3 – Community Work Group “White Ribbon” (Devon Rape Crisis) match  December 9 – Trust Board  W/C December 9 – EFL Bristol Street Motors Round of 32.  December 14/15 PROVISIONAL Rainbow Laces (home games for men and women)  December 16 – Big Exeter City Quiz - 3  December 25 – Christmas Day  December 26 – Boxing Day  January 1 New Year’s Day  January 13 – EFL Bristol Street Motors Round of 16  December 18 – OMWG  January 14 - PROVISIONAL date for Mansfield re-arranged fixture.  January 31 – London Exiles Fans’ Forum  Feb (TBC) – Post Transfer Window Fan’s Forum  Feb 8 – PROVISIONAL FvH match (Wigan but no Women’s game that weekend)  W/C February 3 – EFL Bristol Street Motors Trophy Quarter-Finals (area Semi-Finals)  W/C February 17 – EFL Bristol Street Motors Trophy Semi-Finals (area Final)  March 8 – Mental Health Day – Level Playing Field “Unite for Access”  April 13 – EFL Bristol Street Motors Trophy Final at Wembley Stadium.  May 3, 2025 – season Close.  May Bank Holiday Weekend – Play-off finals</p>																
7	<b>Grecian Goal, 20 Years Celebration, Cook books, Fan Zone Cover, Sauna</b> – Elaine																
7.1	Calendar £750in profit due to sponsorship & online sales initiated by ad on website organised by Elaine.																
7.2	Waiting for Club shop to sell when "official" calendar is ready.																
7.3	Proving popular, huge thanks to Scott and Zandie.																
7.4	Golf Day raised £6500 which is due to come to Recovery Room but money not yet transferred to LUTP.																
7.5	Likewise Club shop has sold £280 worth of badges, no transfer of money yet.																
7.6	When added RR fund should be circa £19k																
7.7	Canopy - need to explain delay to supporters.																
7.8	Trust Suite hospitality based on members' birthday months proving very popular.																
7.9	Heritage hospitality for Corporates almost booked up for the entire season																
7.10	Noted answering phones, communication has dipped.																
8	<b>Trust Merchandise &amp; Shop</b> Remembrance arm bands to be sold to highest bidders.																
9	<b>Very Connect, Membership Numbers, Contact &amp; Ownership</b>																
9.1	Membership Secretary update on VeryConnect.																
9.1.1	Total Number of valid Trust Members: 4,417 ( <i>Including Corporate Members and Members in Grace Period, excluding Junior Grecians</i> )																
9.1.2	<table border="1"> <thead> <tr> <th><b>Membership Summary – 14/10/2024</b></th> <th>Current</th> <th>Last Week</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>Corporate Members</td> <td>37</td> <td>37</td> <td>0</td> </tr> <tr> <td>Members in Grace Period</td> <td>887</td> <td>199</td> <td>688</td> </tr> <tr> <td>Members Fully Paid-Up</td> <td>3530</td> <td>4212</td> <td>-682</td> </tr> </tbody> </table>	<b>Membership Summary – 14/10/2024</b>	Current	Last Week	Difference	Corporate Members	37	37	0	Members in Grace Period	887	199	688	Members Fully Paid-Up	3530	4212	-682
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9.3				
9.4	Members Fully Signed-up to VeryConnect	3451	3438	13
9.5	Strategy for retention of members needs developing Strategy to increase donations by existing members has morphed into lost member campaign. Membership App			
10	<b>Corporate Membership</b> – Renewals continuing			
11	<b>Round Table 27 November, Fans' Forum 18 November and GGF 13 November</b> – Clive, Richard			
12	<b>Director of the Day, Hospitality, FECRACE &amp; FSA</b> - DftD going very well and good feedback. FECRACE one new member of staff recruited and new mugs ordered. Post match reduced prices to be replaced by Trust discount. Rotation of beers improved. FSA: Awards Evening, Away Tickets prices, Sky release of televised fixtures and Government review of football governance.			
13	<b>AOB</b> – there being no further business the meeting closed at 7:40.			
14	<b>Date of Next Meeting</b> 18 December			

### Future Meetings:

Future meetings TBA post AGM trust board

### Existing OWMG Strategy

No.	Strategic Aim	Current Status
1	Increase membership:	<p>The Trust has maintained its membership level after taking control of the Club is an indicator that ownership model is held in strong esteem.</p> <p>Ownership &amp; 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.</p> <p>Ultimate aim would be to have a membership equivalent to average attendance at SJP.</p> <p>A Facebook "Be Part of IT campaign has been launched to test that particular platform. This campaign will run until 30 April.</p> <p>1<sup>st</sup> 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.</p> <p>Increasing subscriptions and donations will constitute a significant contribution to help raise income towards Project 6000 – a sustainable League One budget.</p> <p>Senior Trust officers are prepared to conduct Roadshows to Grecian Groups and business community to promote our ownership model and recruit new members.</p>
2	<p>Explore 'rewards' for existing members</p> <p>Carpetright 10%</p> <p>RGB 20%</p> <p>Club 10% in shop,</p> <p>Club Post match beer discount.</p> <p>Club give us discount/Free Youth/U23 games</p> <p>Club give 10% discount on Room Bookings</p> <p>CCT discount for Ladies matches.</p> <p>Director for the Day</p>	<p>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.</p> <p>Acknowledge for core members discounts might not be that popular as they fundamentally want to see income for the Club maximised.</p>

	Hospitality volunteer/rep "Reward" each match	
3	Encourage increased subscriptions	<p>Monthly average is currently £4.50. Increasing this figure to £5.50 would constitute an extra £42k available for the playing budget.</p> <p>OMWG accept that because of the effect of the pandemic this area might need time to recover before progress is made</p> <p>Increasing subscriptions and donations will constitute a significant contribution to help raise income towards Project 6000 – a sustainable League One budget.</p> <p>1<sup>st</sup> 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.</p>
4	Make greater use of members' skills	<p>The Trust is currently utilising member skills in various disciplines including maintenance, recycling, project management, communications, finance and audit and review.</p> <p>An advert has recently been placed for an Internal Auditor who will be a part of the Audit, Risk &amp; Compliance club board sub-committee.</p> <p>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.</p> <p>The Annual Volunteer Thank You evening will probably not be appropriate during 2021 but will hopefully be back post pandemic in 2022.</p>
5	Encourage family attendance at St James Park	<p>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.</p> <p>EFL Family Excellence and Away Fan Experience –The Trust and club expect to continue participating in the highly recommended bracket.</p> <p>Serious consideration is being given to the launch of School Ambassadors.</p> <p>But the Exeter fan base is wide and diverse. As well as being aspirational long-term we must not lose sight of the need to attract and identify with singletons and empty nesters who perhaps present significant immediate income growth potential.</p>
6	Match day experience	<p>Adding a sponsored recycling race on 3G strip pitch side between dug out and end of IP Office Stand before KO.</p> <p>Continue analysing Away Fan Experience and Family Excellence feedback reports from EFL for things that we can introduce to improve the match day experience.</p> <p>Continue and expand the Match Day Experience annual event.</p> <p>Include a robust research section in the next supporter survey.</p>