

During my time as a Trustee I have sought two principle outcomes from my efforts.

1. To ensure that both boards (Club and Trust) work in synergy to a deliver the community benefit that is our purpose. This leads to:
2. The understanding that to optimise this benefit we must be a sustainably successful football club!

During my time as a Trust Club Board director, I have encouraged both boards to understand that these are mutually beneficial; I'm delighted with the support I have received from both. I have helped to recruit a club board that is governed by aligning Trust working groups to sub-committees of the board. I have helped to create a model that encourages, at both strategic and operational levels, transparency between the two boards. We have recruited people onto the club board that are committed to supporter ownership. Collectively, we are a strong unit.

Whilst in the role of Executive Chair we successfully recruited Gary Caldwell as 1st team manager, through a process that determined an excellent cultural fit alongside the know-how to take our success to new heights. I believe I have helped both boards to pursue our ambitions, both on the pitch and in the community, assertively and sustainably.

I encouraged the Trust to financially support both the promotion winning playing budget and the enhancement of our training ground. On each occasion the Trust had to part with £0's, though supported the club by providing assurances against difficulty, should it arise.

Alongside playing success, under my Chairmanship, we have developed a warm and progressive relationship with Exeter Community Initiatives that is still growing, still developing.

All of this points to my commitment to the future. To drive for further success on the pitch, and greater community benefit off it.

However, a challenge that is very much alive is one of succession. Whilst the Trust is rightly committed to a democratic process, we must ensure that it has documented strategic purpose for the future and the Club, and at senior management level, the club has succession plans in place to ensure whatever we achieve today, we can maintain going forward.

It's an exciting journey ahead... who knows where it will lead! With your consent I will continue to help plan and steer our amazing model, along with the club, to a position that I sincerely hope you will all feel amazingly proud of!