

Trust Board Meeting Minutes Part A

## **Exeter City AFC Supporters Society Ltd**

### **Trust Board Meeting Minutes Part A**

#### **Meeting held in RGB Legends Lounge and on Zoom**

**Date: Monday 11<sup>th</sup> September 2023**

**Trustees present:** Nick Hawker, Will Barrett, Julen Beer, Steven Chown, Mark Cordell, Nick Edwards, Pete Ferlie, Clive Harrison, Richard Knight, Jamie Pelmeur,

**Apologies:** Nicholas Edwards, Kayleigh Jade West

**Officers Present:** Steve Chudley (Finance Officer) Ryan Ilott (Membership Secretary) Dean Matthews (Trust Secretary)

**Apologies:** Pete Cordwell (Minutes Taker),

#### **Amendment to Minutes**

None

#### **Approval of minutes from July meeting**

Approval of Part A Minutes for July meeting proposed by PF, seconded by CH.

Approved unanimously.

#### **Matters Arising**

##### **Chairman's Update: NH**

Great PR around Anniversary so far. Events have gone well. Gary shared shortened video with players

First Trust board attended Leyton Orient game. NH thanks all for input, also thanks to Elaine.

CEO handover with Jeremy Tipper underway. One to ones with staff continuing

ECl event went more than well. Stock still available,  
Ilmari offered services and Gary blown away by event. Also covered by Spotlight.

*We Own Our Football Club*

***Working Group Updates.***

***Minutes of recent Working Group meetings can now be found at***

***[weownexetercityfc.co.uk](http://weownexetercityfc.co.uk)***

***then Trust Board***

***then Meeting August (or any month's) agenda here***

***You will then be able to read the minutes of the Working Groups as part of the meeting pack***

***Working Group Updates***

Finance & Governance

Met 14<sup>th</sup> August during transfer window. Covered process of transfer offers received and JK potential tribunal.

CFO update

Accounts need to be ready for October meeting

Few questions on Audit committee, liaising with Clive Bawden

August high for receipts and payments due to new season starting. Costs – flag and sponsoring of LO game

Owners & Members

Membership highest levels known – NH added corporate membership is up

28<sup>th</sup> April awards evening

Congratulations to Elaine on evenings organised

Trust pens and badges on sale, badges £3.50, pens, £1.5 cost of postage tbc

Tours at CH training ground underway

FSA looking at junior supporters' behaviour, clubs dropping physical programmes

Next Fans Forum October 5<sup>th</sup>

Provisional date of 9<sup>th</sup> November for players Fans' Forum tbc

Community

Two EFL trophy games. One for community one for SW Supporters Trust. Reading Community, Arsenal SWST

Looking at meeting Swindon Town Supporters Trust

Looking at supporting Disability Counts tournaments. Coach Road tournament would be preferred . GC involved with Devon FA so preferred

DG to organise sponsorship

Communications

JB updated on shirt winners. Stock issues have held up sending some, Julen to continue working through issues

Very connect – POTM votes through apps. Player of the season award through app

20<sup>th</sup> anniversary celebrations – Jed sorted flag successfully, went down well with fans

Jelly shop has happened

Potentially look at flag being out on the Big Bank for fans to have a look.

Director of the Day to be confirmed for Luton and a couple of TBCs

Resolutions date

**Any Other Business**

Resolutions date check election pack for AGM DM/SC

JP – biggest engagement on Social Media. JP gave thanks to everyone involved

George put on record congratulations on the Anniversary

AY thanked the Trust board and mentioned the original Trustees

**Date of next meeting. TBA**

## Chairs Report – 13<sup>th</sup> October 2023 (Part A)

I am now happy that VeryConnect is functioning appropriately to support the Trust membership. As I did with the ACCESS database, I have regularly reconciled the data with SPEKTRIX. The final piece of the jigsaw will be executed shortly, being the scheduled/automatic import of VC data (i.e., priority status). The only issue is that VC will import the data and this will incur an approximate 3-day delay, meaning the data will be immediately out of date! However, this will still make it more accurate than at present.

Clive H and I are now working to deliver the required functionality to the Junior Grecian data.

I will, as usual, update on the Trust membership numbers on Monday, hopefully prior to the TB meeting. Suffice to say we are now reporting record numbers.

This past week I have met with Joe Gorman, our new Chief Financial Officer, to update him on all things Trust. We covered the CTA which will, in the coming 12 months, I am certain be 'called into action'. We also discussed the Supporter focused annual report.

I am also meeting with Jeremy (CEO) every Tuesday morning.

Last week, Dr Mark Middling and I recorded an episode of 'The Price of Football' with Kieran Maguire. I'll be working with Mark shortly to produce, as referred to earlier, the supporter annual report, but of course the club will need to complete its statutory report beforehand.

To further this I'll be arranging a meeting of volunteers who have agreed to assist in developing the report.

We are now firmly into election and AGM territory. Since I am standing myself, I cannot comment on the elections other than to remind that Rick Williams, from the Torquay United Supporter Trust, will be our returning officer this year, since John Street has become the ECFC Company Secretary.

The AGM was planned at a time before we had dreamed that ECFC would be subject to players being unavailable due to international duty. Such is the case on the day of our AGM, when we are due to play Peterborough United. The Trust rules do not allow for remote access participation and the option was withdrawn by the government after COVID. Therefore, it is most likely the meeting will go ahead as planned, accepting a lower-than-normal participation. We must arrange for the meeting to be available on-line and live.

The Phoenix Arts Centre has been booked.

Over the weekend I hope to have completed a 1,200-word contribution to a match day programme for FC United, who requested such as part of our 20-year celebrations. I have also been invited to speak at one of their games – something that I hope to arrange soon!

Elaine Davis and I will meet shortly to review and plan the next phase of our 20<sup>th</sup> anniversary celebrations. These are likely to be of a lower key but of no less importance.

## Trust Finance Group Update

### Finance Update

#### **Resolution: Appointment of a new auditor to the Supporters' Trust**

Steve Bright has acted (the "Supporters' Trust") independent auditor since the early 2000's and we are incredibly grateful for the service and support he has provided us with over the years. At the 2022 AGM, Steve gave notice that the Supporters' Trust's 2022/23 financial year was to be his last acting as auditor.

The Supporters' Trust's rules state that a new auditor must be appointed by a resolution of an AGM and so we, the Supporters' Trust, would like to propose Kirk Hills Chartered Accountants as Steve's replacement where Adrian Hills will act as auditor. For background, Kirks Hills are a long-established, reputable company based in Exeter and Adrian, a Chartered Accountant since 1986, is partner in the business:

<https://kirkhills.co.uk/our-partners/adrian-hills/>

Representatives of the Supporters' Trust have met with Adrian and completed due diligence checks. The only point found which should be made clear to this meeting and our membership is that Adrian's business partner, David Kirk, is currently a Trustee of the Exeter City Community Trust (CCT). We believe, however, that given CCT's charitable status, its separation from the Supporters' Trust and the legal responsibilities beholden upon a Trustee towards the body it represents, this does not constitute a material risk to Adrian's impartiality or a conflict of interests.

We, therefore, ask for your support in appointing Adrian as the Supporters' Trust's auditor with effect from the conclusion of this meeting.

## September 2023 Trust Accounts

**September 2023**

Opening balance	330,170.60
Receipts	
Subscriptions	26,396.60
Pens refund	126.11
Total	26,522.71
Payments	
Payment to club	8,333.00
Insurance renewal	663.53
20th anniversary costs	2,623.31
Hospitality costs	104.25
Membership refund	1,200.00
Fasthosts	6.60
Campaign Monitor	81.50
Wages/Tax/Expenses	2,550.20
Bank charges	50.80
Total	15,613.19
PayPal	326.78
Deposit account	604,227.87
Total	945,634.77

Ownership & Membership Working Group Minutes

20 September 2023 @ 18:30  
Zoom Meeting

1	<p><b>Select minute taker :</b>  <b>Present:</b> Elaine Davis, Clive Harrison, Neil le Milliere, Mark Cordell and Richard Knight.  <b>Guest: none</b></p>
2 2.1 2.2	<p><b>Approve OMWG Minutes from last meeting 9 August 2023</b>  <b>Proposed</b> Clive and seconded Steve and accepted as a true reflection.  <b>Matters Arising:</b>                  2.2.1 -to 3.3&amp;4 Kiosk and turnstile queues subject of Stadium Review (Club COO). Costings being calculated to see what stadium improvements can be funded out of Capital Expenditure budget..                  5.5 Junior Grecians: Joining not a problem. Looking for solution to family merge,                  7.2 &amp; 7.2.1 Anniversary lunch &amp; Formal Dinner received positive feedback. Vote of thanks passed to Elaine. Zandie’s film was really well received. Richard asked to send letter of thanks.                  7.3-.5 20<sup>th</sup> Celebration Pens and Badges available at Trust matchday window, Academy stall and in Club shop.                  7.6 Orient match Sponsorship &amp; 7.7 media coverage. Again a vote of thanks to Elaine.                  7.8.1 All Corporates invoiced for Annual membership. Only 18 outstanding.                  7.9 Cliff Hill tours started. List supplied of “Brick” donors to Tour lead.                  9.1 Lapsed Members contacted. New membership buoyant.                  9.4 Chair is regularly uploading report of lapsed and new members to Ticket System.                  9.6 Strategy to increase donations by existing members needs planning. The “how” and “when” in particular. The “why” seems to centre around “it’s more than a chant, help us stay here for the next 20 years” and/or “boost our contribution to develop/help the Club playing budget” or “£2 minimum since our Community Organisation started.”                  13 CCO providing IPad Tablet in shop.                  Revenue protection – ticket checks at Turnstile proposed.                  Women’s game 1600.                  Thatchers Big Bank white barriers under review for reinstatement. Club speaking to “Rotters’ Corner.”.                  Abuse to flag wavers and a broken flag noted.</p>
3.0 3.1 3.2	<p><b>Items delegated from Trust Board</b>                  Strategy discussed and no additions to actions already completed from Survey Season 2021/2 or Hustings: Positive Discrimination, Encourage members to join Part A, Queues/hawkers/pre-pouring.                  OMWG Operational Budget 2023-20224 circulated.</p>
4.0	<p><b>SEC –</b> Clive reported on latest report to TB/Club Board regarding Customer service. Students &amp; Grecian Society. Stadium improvements group. Fan Zone Cover, Gate 7 kiosk improvements. Drinking area in away end being increased, Following up suggestion to install seating in Away End to release Blocks L&amp;M. App on trial with supporters and content being added, Latest invites to Round Table reporting back on app and on match days. City 4 All has already enabled 200 supporters to attend matches. Plans for an Away End system to be considered. Ticket returns to City4All good. Keeping walkways clear has been a new focus as SAG has asked for capacity to be reduced to something we can handle. One expulsion for racism. Authorities have not supported talks to swap Bristol Rovers fixtures.</p>
5.0	<p><b>Junior Grecians –</b> membership buoyant.</p>
6.0	<p><b>Events Calendar:</b></p>

	<p>September 29 - Carabao EFL Cup v Luton          October - Black History Month          October 5 Fan's Forum – Jeremy Tipper          October 9 – manager at EDGs          October 14 - FA Cup 4<sup>th</sup> Qualifying Round          October 16 – Trust Board          October 21 – Wigan (h) – Half term          October 28 vs Lincoln designated the remembrance game          November 4 FA Cup First Round          November 18 – AGM Phoenix          December 2- FA Cup Second Round          December 9 - vs Port Vale – Rainbow Laces designated game          December 15 – School Christmas holidays start          January 6 - FA Cup Third Round (Carlisle H – involvement of either or both clubs would require a Tuesday night rearrangement)          February - Optional FvH Month of Action,          February 13 Derby 7:45 (Half Term)          March 9 OR19 - Level Playing Field Week of Action match          March 22 - provisional date for London Exiles Forum          March 29 – Easter – Charlton (h)          April 27 – season close 3pm k0          May 18 - L1 Play-Off Final          May 25 - FA Cup Final</p>						
7.0	<p><b>Grecian Goal, 20 Years Celebration</b> – Elaine reported GG has £3k waiting to spend. Spending £500 for 2 water coolers for Cliff (supported by £500 from Cans4City and £400 from NDG). Bins for plastic cups also to be purchased. Explained £6k donations (in lieu of match day collections) to charities. Final 20 years Celebration will include Christmas Cooking with Chef December 9<sup>th</sup>. Proposal for cookbook supported</p>						
8	<p><b>Trust Merchandise &amp; Shop</b> - Mark announced EBay Trust Account costed. To speak to Steve over financial arrangements. Start with badges and other sales that used to happen from Trust matchday table. Branded notebooks being considered.</p>						
9	<p><b>Very Connect, Membership Numbers, Contact &amp; Ownership</b></p>						
9.1	<p>In absence of Membership Secretary Nick had advised total number of valid Trust Members: 4,089 (Including Corporate Members):</p> <table style="margin-left: 20px;"> <tr> <td>Corporate Members:</td> <td style="text-align: right;">55</td> </tr> <tr> <td>Members in Grace Period:</td> <td style="text-align: right;">320</td> </tr> <tr> <td>Fully Paid Up:</td> <td style="text-align: right;">3,769</td> </tr> </table>	Corporate Members:	55	Members in Grace Period:	320	Fully Paid Up:	3,769
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Fully Paid Up:	3,769						
9.2	<p>Strategy to increase donations by existing members waiting for Club.</p>						
9.3	<p>Concern Option 8 on 411243 not working. Richard to check if Ryan is receiving diversions.</p>						
10	<p><b>Corporate Membership</b> Elaine had concern with the 55 quoted above.</p>						
11	<p><b>Fans' Forum and GGF:</b> Peter Ferlie/Nick Edwards Forum with new CEO in two weeks. Potential others in November (new players) and February (January transfer window activity).</p>						
11.1	<p>GGF was taking a back seat while Round Table active as a supporter engagement platform.</p>						
12	<p><b>FSA &amp; FECRACE</b> Neil reported Director of the Day was working well and good feedback received. Trust had appointed a DoD for every home match since 2023. New, up to end of year, would be Trust Member and guest drawn for “2023 Celebration Hospitality in Trust suite.”</p>						
12.1	<p>FECRACE has been a bit hit and miss due to rail strike etc. Concerned with accounting as it appears if you don't sell entire cask it is treated as a loss even if it goes through threshold. Food going well but distribution needs to be smarter. Issue with queueing at the bar despite barriers installed.</p>						
12.2	<p>FSA – Neil stood for Board but not successful. SD and FSF merger still has legacy issues.</p>						
12.3	<p>Must not be forgotten that there are 2 places in Heritage for Corporate Members.</p>						



13	<b>AOB</b> – David had donated one of his books as a raffle prize on proviso funds raised went to DSA.
14	<b>Date of Next Meeting</b> 1 November 2023

**Next OMWG Meetings 2023**

13 December

Existing OMWG 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>Carpentright 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>Hospitality volunteer/rep</p> <p>"Reward" each match</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>
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>

		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.
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>

## Historical Statistics 2019

Yearly payers:-	Monthly payers:-
Minimum = 962	£2.00 = 892
Above £24/25 to £40.00 = 136	£2.01 to £5.00 = 837
£40.01 to £60.00 = 58	£5.01 to £10.00 = 253
£60.01 to £100.00 = 18	£10.01 to £15.00 = 32
£100.01 to £150.00 = 7	£15.01 to £20.00 = 30
Above £150.00 = 2	£25.00 = 11
	£30.00 = 4
	£50.00 = 3
	£80.00 = 1

**SOUTHWEST SUPPORTERS TRUST GROUP**

Bristol City • Exeter City • Hereford FC • Plymouth Argyle • Swindon Town • Torquay United • Yeovil Town

**UNITED TOGETHER FOR FOOTBALL FANS**

South West Supporters Trust Minutes

**MINUTES OF MEETING VIA ZOOM****WEDNESDAY SEPTEMBER 27 2023**

PRESENT: Virginia Pike (VP) (Chair) Argyle FT, Mike Adams (MA) Bristol City Supporters Trust & Club, Nick Brodrick (NB) TUST, Doug Gillard (DG) ECFCST, Dean Matthews (DM) ECFCST Alex Pollock (AP) Swindon Town ST, Lester Silk (LS) Frome Town ST, Richard Tomkins (RT) Hereford FC ST

APOLOGIES: Tim Chown AFT, Bob Cole TUST, Roger Pike Glovers Trust

**1. Welcome**

The group welcomed to their first meeting Dean Matthews the new Exeter City Supporters Trust secretary and Lester Silk chairman of the Frome Town Supporters Trust.

**2. Minutes of Last Meeting June 7 2023**

These were agreed, proposed by DG and RT seconded.

**3. 3pm TV Blackout**

There were a variety of opinions ranging from it's the only way to ensure people go to matches and spend their money there rather than sitting at home in front of the TV to rumours that the Premier League, who else, were looking at getting the rule scrapped. It was felt that watching live streaming was too cheap and should be at least the equal of a ground's admission charge.

At Plymouth they have opted out of iFollow and have their own TV set up with full match replays available after midnight following a game.

In non-league the National League offers live streaming including matches in North and South but not on Saturday afternoons unless it's an international weekend.

**4. Sky Contract**

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This discussion was about Sky's proposed new contract for 2025-28. It was noted that Sky are not the only broadcasters in the market as TNT (formerly BT Sport), Discovery+ and Amazon Prime also show live football.

It was mentioned that Sky are hoping to include late Sunday evening kick-offs but without regard to away fans in particular likely to have transport problems getting home. The FSA are against Sunday evening matches.

The major beneficiaries from the new contract will be the Premier League but Championship clubs will earn 46% more in guaranteed income and Leagues 1 & 2 will be 25% better off.

Currently pubs who show Sky have to pay around £700 per calendar month.

## **5. Community Outreach Projects**

TUST was interested to know what other trusts do for community outreach. At Hereford their exiles put money into a fund so tickets can be given to worthy causes. Tickets go to a charity who then allocate them.

At Exeter they promote 'City For All' - season ticket holders who can't make a game tell the club who then re-allocate them. The trust bought two season tickets for use and for example OAPs from a local home have been invited.

ECFC Trusts Community partners Exeter Community Initiatives run the 'Jelly Shop' in the town. Recently selling old kit raised £2000.

At Swindon as there's a supporters' club and community trust they carry out these tasks but the trust has provided sensory packs for the last two seasons.

Plymouth have 'Football in the Community', one of the top local employers and the trust are looking into outreach projects.

For the last two years Frome Town's trust have undertaken Kitmas - football shirts donated are handed out to under privileged local families. More details at:

[www.crowdfunder.co.uk/kitmas](http://www.crowdfunder.co.uk/kitmas).

The topic then moved on and ways to encourage the next generation to support their local club.

At Swindon they have NextGen which is involved with local schools whereby there are 200 free tickets for home games. The trust sponsors two players and two from the Women's team and every two months a player, a club representative plus someone from the trust go into a local school.

Frome offer free entry for school children accompanied by a paying adult. Since August, with Andy Walsh's FSA help, Frome have become a Community Benefit Society club after the local council paid off £500,000 of debt.

## **6. Additional Playing Time**

The biggest downside to this new ruling were the late finishes for fans to catch buses or trains especially mid-week evening matches but the meeting was divided as to whether the additional time was a good idea.

Apparently the average length of a Premier match this season is 101 minutes 43 seconds. Managers are complaining of player burn-out but one solution to stop time wasting is to go back to goalkeepers taking the goal kick from the side the ball went out.

There was some doubt as to whether this new initiative will last; time will tell.

## **7. AOB**

All present congratulated the Exeter City trust on this their 20th Anniversary of running the club. As DG mentioned they have zero debt and a great academy.

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There is an offer of joining others in a box at St James Park on October 10 for the EFL Trophy match with Arsenal. Contact DG if interested.

NB brought the group's attention to Fanbase a new way of buying match tickets online.

Torquay use venuetoolbox, Swindon use Ticketmaster, Exeter use Fanbase.

At a Plymouth Fans' Forum there were complaints about a £1.50 surcharge. LS was happy to confirm that at Frome you can pay on the gate and they have a card machine!

RT said that the FSA believed the Fan-Led Review/ Independent Regulator will be included in the King's Speech next month.

Brief mention about safe standing, this being more relevant for Premier and Championship grounds.

#### **8. Date of Next Meeting**

Wednesday January 24 2024

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## Trust Communications Group Meeting Agenda (Monday, September 18, 2023, @6pm)

**Invited:** Julen Beer Ayo, Clive Harrison, Nick Hawker, Jed Penberthy, Kayleigh-Jade West.

**Apologies:** Jed Penberthy, Kayleigh Jade-West

### 1. Third Shirt Winners Update

Update provided. No further shirts have arrived since Leyton Orient (CH).

### 2. The Big Step

JB asked for an update on all outstanding matters in order to get the vote approved and sent to the membership. These were:

- Arguments in favour and against
- The latest CTA on the website

NH to provide the latest CTA for uploading to the Trust website. JB to write argument in favour (argument against is already written) and share with Trust Board.

### 3. AGM + Election

NH has asked Dean Matthews to contact JB about correction to the Election Pack and continuing promotion.

The group agreed this needed regular pushing via the Trust and Club channels.

### 4. CEWG Lead

JB to mention at the next Trust Board meeting that the leadership of the group will be open again, especially in light of JB's appointment to the Club board.

#### 5. AOB

NH: Membership growth has been really good. Richard Knight has a plan for generating more income from existing members. We need to push membership more to take advantage of the Club's elevated position and the media attention from national media.

JB: Provided JP's update on traffic stats.

6. **Date of next meeting:** 9<sup>th</sup> October 2023 or first week after Trust Board meeting.