

5 Questions for Potential Trust Board Members

Member	Question	Answer
Arthur Walmsley	<p>How do you propose to improve club financial transparency and forecasting. For example increased reporting of club financial performance.</p>	<p>It's been really positive to see the Club right at the top of the list on the "Think Fan Engagement", Fan Engagement Index. This is split into three categories, Dialogue, Governance & Transparency, and whilst we're top overall, our Transparency score is lower than the others (albeit still 2nd out of all teams).</p> <p>I'd like the Club to be more open when it comes to our finances, but I'm also very conscious of the need for some level of moderation when it comes to disclosures. Director salaries and expenses always seem to be top of the list of interest for the fans, and as a fan owned club, I think that that's one item which should be published. Playing spend, and transfer fee's though should, in my opinion, remain undisclosed, due implications of disclosure – for example, if other clubs know we're cash rich after a large transfer fee, they may expect higher fee's themselves from us, as might players in salary negotiations.</p>
Rob Su Richard Sam Jo Kevin Good	<p>1. To the Re-standing What have you actually achieved in the 3 years and the targets you set in your last manifesto did you achieve.</p> <p>1.a To the New standings What would you look to achieve over 3 years and do you have the time and motivation.</p> <p>2. Do you believe that if we move away from SJP should we stay within the boundaries of Exeter if we do.</p> <p>3. Over the last 3 year how many games have you attend home and away, supporting Exeter</p>	<p>1.a I don't know if anything I highlight will be tangible. I'd like to support the Trust board in its efforts to further improve governance at the Club. To provide financial scrutiny and to challenge the Club when it comes to setting business plans and its own objectives. I am very business and strategy oriented, and I'd hope to help shape those areas of the Trust over the next 3 years.</p> <p>2. Yes. It would take an incredibly strong business case to move away from SJP, let alone outside of the city. Even if the finances of the build were secured without any risk associated to the Club, usage of new build event spaces frequently underperform their initial assessment, and this would be even more at risk should any new stadium be outside of Exeter.</p> <p>Despite this though, if the business case was extremely compelling,</p>

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	<p>City and do you feel that you fully understand the City Supporters of today.</p> <p>(We need to know if they are a fan of Exeter City and not just standing to look good on there CV.)</p> <p>4. In October 2020 the FA launched Leadership Diversity which 40 out of the 92 Clubs signed up to, Exeter did not sign up, if you where a Trustee would you looked to have signed Exeter City to the code.</p> <p>https://www.thefa.com/news/2020/oct/27/football-leadership-diversity-code-launched-271020</p> <p>5. Would you like to see The Trust & Exeter City Football Club should engage with Black Live Matter Exeter and others as in 20 years of the Trust ownership no Black Directors on Club or Trust board or higher management.</p>	<p>it would be a mistake for the club to completely ignore. At that point, it would need robust due diligence, which is somewhere I believe I would be well suited to support through my professional background.</p> <p>3. As an exile, this is going to end up sounding rubbish...! But this season I've attended 4 of the away games, and in normal times make it to roughly 10 away games per season (depending on the "Northerness" of the league), and 4 or 5 at home. Prior to moving away from Exeter (for university and then work) I was a season ticket holder for 3 years.</p> <p>4 & 5. Yes & Yes.</p> <p>I think that these questions go hand in hand. The Club does appear to do a lot of community engagement with diverse groups, but it can always do more, including that outlined.</p> <p>For the diversity code, I think it's really important that the Club explain why they've not signed up. There are instances where the scope of legislation like this can promote equality in the wrong way. For instance, Southampton rejected it due to it not having consideration for woman in the mens game, and that punishment for failing to comply wasn't specified.</p> <p>I don't believe that the Club does enough though, as demonstrated when it recently appointed a series of new directors, and whilst individually they clearly have their own respective strengths which should be of value, it was incredibly disappointing that there was no diversity in the appointments, with all being 40+, white men. I think it's important to focus on quality, but diversity of background brings diversity of views, which improves quality of discussion and debate.</p>
Timothy Drewett	To all candidates why have only one of you covered the climate change in your manifestos	Yes, the Club should be looking to do more. ESG (Environmental, Social & Governance) issues are becoming increasingly important,

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	<p>and do you think the trust and Exeter City Football Club should do more.</p>	<p>and from that perspective, the Trust & Club are clearly already leading on the “S” – through the City Community Trust and links into various other community organisations, and the “G” – based on the score in the Fans Engagement Index. The next step for the Club is the really step up when it comes to the “E”.</p> <p>It is already taking some action. The borehole, as an example, will reduce our requirement on mains water - although this project was probably delivered more as a result of the long term financial benefit it will realise.</p> <p>This is an important thing to realise though, in that Climate Change initiatives don't just have to be costly, and can deliver real financial benefit, as well as a Carbon reduction.</p> <p>Whilst the Club is in a position where we are financially secure, it should look to deliver more of these projects, to make small, but tangible improvements to the way in which we operate.</p> <p>It is also something which should be factored into larger developments such as the new Training Ground, and in particular any discussions relating to a potential stadium move, as the earlier question alluded to. The associated carbon impacts of this would be wide ranging, from the build itself, to any ongoing transport requirements (if out of city, are there trains, are there buses...).</p> <p>In addition, I'd like to see the Club commit to becoming Net Zero in its activities by 2030, or a realistic earlier date, and include within any annual reports what actions are being taken to reduce it's carbon footprint.</p>
Celia Lowman	<p>In a democratic setting such as the Trust a situation may arise where opinions differ before a final consensus is reached. How would you ensure that any personal opinions that you may</p>	<p>People approach the Trust board with different ideas on how their representation works. Some people sacrifice their own opinion for what they believe is the view of the membership. Personally though, if I'm elected, then my standpoint is that it's based on how</p>

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	have are not in conflict with those of the Trust as a whole if they occasionally differ?	I've presented my own opinions as a candidate. Obviously, there will be times when I don't agree with the majority, but with the approach to voting on the Trust board, I'm happy to accept the way in which votes land. I don't think that this should cause conflict.
Quinn George Elliott	If the Trust/Club did not have the funds from the sale of players, what would they put in place to support the Trust/Club to generate money and support the community of Exeter non football or match day	<p>Player sales, like it or not, is our business model – and over the past 5 years it's proven extremely successful.</p> <p>Whilst nothing is certain, the academy appears to be flourishing, and investment into the training ground and the pitches can only improve this aspect of the Club.</p> <p>That being said, it's important that the Club maintains a financial reserve and invests in areas which could 1) increase revenue, and 2) minimise costs.</p> <p>What I think I can bring to the trust board is a robust approach to assessing investment decisions on these areas. Instinctively, sensible invests would look like improvements to the bar areas to be able to cater for more fans on matchdays, but also to attract local residents (in particular students) on non-matchdays. Without knowing the current lay of the land though, I wouldn't want to commit to this being something I'd definitely like to see.</p>