



**Exeter City Supporters' Trust**  
**Board Meeting**  
**Board Room**  
**10<sup>th</sup> December 2018; 18:00**

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## Agenda

18:00 - 18:45      Keith Mason – Finance Director      Q&A

### **Part ‘B’ (19:00 – 20:00)**

Apologies

Approval of minutes from the last meeting

Matters arising

Update of Part B matters from Chair **(Paper included)**      NH

Terms of Reference for Performance & Audit Board  
Roles for elected Club Board Directors

Club Board (6<sup>th</sup> December 2018)

Any other Part B business

### **Part ‘A’ (20:00 – 21:00)**

Apologies

Approval of minutes from the last meeting

Matters arising

Update of Part A matters from Chair **(Paper included)**      NH

Trust Board Group Updates:

Finance & Governance Group **(Paper included)**      SC/PH  
Trust Receipt & Expenditure Account  
FGG Statement

Ownership & Membership Group **(Paper included)**      MC

Community **(Paper included)**      PF

Communications **(Paper included)**      PM

Consideration of Trust policy on gambling **(Paper included)**      ED

Instigation of Trust ‘Social Media Policy’      NH

Appointment of Interim Trust Secretary      NH

Any other business

## Part 'A' Minutes from previous meeting

### Exeter City Supporters Society – Trust Board Meeting

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

**Meeting held at RGB Legends Lounge, St James' Park, Monday 12<sup>th</sup> November 2018**

**Trustees present:**

Nick Hawker (Chair), Elaine Davis, Paul Farley, Doug Gillard, Clive Harrison, Peter Holding, Neil Le Milliere, Pete Martin, Martin Weiler, Mark Cordell, Jon Beer, Chris Phillips

**Officers present:** Alice Cooke, Steven Chudley

**Guests:** David Treharne

Item No	Item
12/11/A1	<p><b>Minutes from last Meeting - Monday 8<sup>th</sup> October 2018</b></p> <p>Proposed: Neil Le Milliere</p> <p>Seconded: Paul Farley</p> <p><b>Carried unanimously with two abstentions</b></p>
12/11/A2	<p><b>Matters arising from the Minutes</b></p> <p>Neil Le Milliere asked whether the club's company secretary's role had been advertised. Nick Hawker advised that this was still subject to HR consultation so, no, not yet.</p> <p>Nick Hawker – A requirement for Trustees and officers to be DBS checked has been added to the Trust's policies. These can be arranged through the club and Elaine Davis will follow this up.</p>
12/11/A3	<p><b>AGM</b></p> <p>Nick Hawker felt that the AGM minutes were a fair reflection of events. Pete Martin will arrange for these to be published in the normal channels.</p> <p>Neil Le Milliere suggested that sound systems and microphones were checked next time.</p> <p>Alice Cooke had received feedback from the North Devon Grecians that the venue was too far out of town.</p> <p>David Treharne commented that the Phoenix Centre would have been unavailable this year due to refurbishment work being carried out.</p> <p>David Treharne presented on his resolution from the AGM commenting that the audit completed in 2012 was poorly done with no analysis or follow up work. David</p>

	<p>Suggested that the Innovation Centre or the Business Centre, both at the University, may be able to complete a new audit. The Trust may also consider advertising the project at a fixed fee – a previous offer with a fixed fee of £4,000 attracted six expressions of interest.</p> <p>Peter Holding commented that one of the resolutions six key areas of audit, GDPR, may require specialist knowledge which is likely to increase costs.</p> <p>Peter Holding asked if there was a conflict of interests using the Innovation Centre given our existing ties with the University. David Treharne confirmed that it is not directly funded by the University so there shouldn't be.</p> <p>Chris Phillips asked if we could draw on expertise from the Trust membership. David Treharne suggested John Kanefsky although Peter Holding commented that neither he nor David would be truly independent given their backgrounds and previous Trust involvement. Chris Phillips suggested that David and John could oversee the audit without having direct input. David agreed to this.</p> <p>Nick Hawker made the proposal that the Trust Board asks David Treharne and John Kanefsky to write a brief outlining the detail of the audit which is to come back to the Board for approval. A budget of £5,000 would be set aside for the full project.</p> <p>Seconded: Peter Holding</p> <p><b>Carried unanimously with one abstention.</b></p>
12/11/A4	<p><b>Chairman's report</b></p> <p>Nick Hawker passed his thanks to the Board for their ongoing help and support. He commented that the role of Chairman had become a full-time job but he planned to scale this back to no more than three days a week over the next 12 months. This, he hoped, would also make the role more accessible to future Chairmen. He will also try to base himself at the Club which would allow members to come to speak to him.</p> <p>A request was also made to create a £500 budget for the Chairman to cover, for example, travel to EFL meetings.</p> <p>Proposed: Elaine Davis</p> <p>Seconded: Paul Farley</p> <p><b>Carried unanimously</b></p>
12/11/A5	<p><b>Secretary's report</b></p> <p>The report had been circulated as part of the meeting papers.</p> <p>Nick Hawker suggested retaining the second Monday of the month for the usual Trust Board meetings. He will circulate proposed meeting dates for the next 12 months.</p>
12/11/A6	<p><b>Performance and Audit Committee – terms of reference</b></p>

	<p>Nick Hawker confirmed that the Trust will lead the Performance and Audit Committee which will set targets for and measure performance of senior staff (non football) and Club directors. The terms of reference need to be in place by 1<sup>st</sup> January 2019 and also a decision made as to who, other than he, will be on the Committee.</p> <p>Paul Farley volunteered to write the terms of reference and it was agreed these would be ready in time for the December Trust Board meeting.</p>
12/11/A7	<p><b>Monthly Trust account</b></p> <p>Steve Chudley had prepared monthly accounts for the current financial year which were distributed to the Trust Board.</p> <p>Neil Le Milliere asked if a month-by-month profit/loss indicator could be included and it was agreed that this would be added into the reporting.</p>
12/11/A8	<p><b>Renewal of Survey Monkey subscription</b></p> <p>Steve Chudley reported that the subscription was due for renewal, but the cost has double to £772 from last year. Given our usage, or lack of, should we renew?</p> <p>Neil Le Milliere proposed that we did not renew. Seconded: Martin Weiler <b>Carried unanimously with one abstention</b></p>
12/11/A9	<p><b>New national council elections (following the merger of the Football Supporters Federation and Supporters Direct)</b></p> <p>Neil Le Milliere reported that we needed to both vote for up to three candidates for the new national council as well as ratify the appointment of two people to the Supporter Owned Council.</p> <p>More widely, but on the same subject, Neil reported that there is a forthcoming vote to transfer the assets of the FSF and SD to combine them which needs 75% approval. Martin Weiler commented that whilst we voted against the merger it may be churlish to vote against this as it would be counter-productive and proposed that we vote in favour, when asked.</p> <p>Seconded: Paul Farley</p> <p>For: Eight</p> <p>Against: One</p> <p>Abstentions: Three</p> <p><b>Proposal carried</b></p>
12/11/A10	<p><b>Use of defibrillator funds collected over target</b></p> <p>Elaine Davis proposed that the £86 collected over the target should be used instead to pay towards equipment for the medical room.</p> <p>Seconded: Neil Le Milliere</p>

	<p><b>Carried unanimously</b></p> <p>Nick Hawker also asked that any request for unbudgeted funding under £100 should be decided by an e-vote rather than come to a Trust Board meeting.</p>
12/11/A11	<p><b>Reports from Working Groups &amp; related business</b></p> <p><b>Finance and Governance</b></p> <p>Peter Holding sought approval for a joint exercise with club to go ahead to take specialist tax advice from Thomas Westcott.</p> <p>Seconded: Doug Gillard</p> <p><b>Carried unanimously with one abstention</b></p> <p>Peter Holding also reported that Haines Watts could provide joint Club/Trust advice over the shares issue and will obtain a fixed fee costing from them.</p> <p>Peter Holding proposed on the 2018/19 Club budget as the Finance and Governance Group recommended that the Trust Board approved this subject to the caveats circulated.</p> <p>Seconded: Clive Harrison</p> <p><b>Carried unanimously with two abstentions</b></p> <p><b>Ownership</b></p> <p>Papers had been circulated as part of the meeting pack. There were no further questions or comments.</p> <p><b>Community</b></p> <p>Martin Weiler reported that the Museum Trust was now a registered charity and that the first meeting will take place on 26<sup>th</sup> November 2018.</p> <p><b>Communication and Engagement</b></p> <p>Pete Martin reported that Tom Fowles was leaving the group, but that Will Barrett was joining.</p>
12/11/A12	<p><b>Any other business</b></p> <p>Mark Cordell suggested that we revert to Part A and Part B minutes.</p> <p>Paul Farley asked for it to be noted that it had been an honour to serve on the Club Board.</p> <p>Doug Gillard commented that it was noticeable that Trustees were now more visible around the Club.</p>
	<p><b>Date of Next Meeting</b></p> <p>The next Trust Board Meeting is scheduled for Monday 10<sup>th</sup> December @ 6.00pm</p>

## Update from Chair on Part B Matters

We need to agree the 'Terms of Reference' for the ***Performance & Audit Committee*** to be put to the Governance Group. I will attach a draft copy for your consideration.

In addition, I will attach our advisory groups draft proposals for the roles to be undertaken by Trustees elected on to the Club Board, for your consideration. It is envisaged that these will develop and be associated with a core function of the Club that is reflected from within the Trusts own groups.

## Update from Chair on Part A Matters

Paul F and I met to discuss a possible Community Share project that will help finance the development of the Clifford Hill training centre. Paul is contacting Supporters Direct to gain their advice/assistance and will arrange for a visit to a Club who have already used a modular building approach, such as is being proposed. I will arrange for us to meet with Mike Phillips to consider how the project might be broken up into segments that would better suit this type of funding.

The Trust are due to receive a small but useful office building that will be sited alongside the AWAY ticket office. The office will, of course, be lockable, and have both power and network access. There should be enough room for a desk, chair and storage of documents, etc. It's not massive but a start!





Next week (12<sup>th</sup> Dec) I will attend an opportunity to get the Trust mentioned when the BBC cover off the work being done by the Sporting Memories group, which of course we sponsor!

I am due to meet Julian for our regular 1:1 on the afternoon of 13<sup>th</sup> Dec. Any questions or requests by e-mail, please!

# Finance & Governance Group

## Receipts & Expenditure – November 2018

### November 2018

Opening balance	26,806.93
Receipts	
Subscriptions	11,690.73
Transfer from PayPal	500.00
Defib fundraising	1,062.00
Easy Fundraising	38.78
Total	13,291.51
Payments	
ECFC donation	8,333.00
Auditor fee	1,520.00
Defib donation to ECFC	1,104.00
Wages/expenses	2,390.63
HMRC	486.57
Bank charges	114.01
Total	13,948.21
PayPal	279.22
Deposit account	40,233.76
Total	66,663.21
Variance on previous month	-950.88

# Ownership & Membership Group

## Ownership Working Group Meeting Weds 14<sup>th</sup> November 2018

### Present

Mark Cordell (MC) Elaine Davis (ED) Doug Gillard (DG) Clive Harrison (CH)  
Martin Lawrence (ML) Pete Martin (PM)

### Apologies

Jon Beer, Neil Le Milliere, Dave Treharne.

### Matters Arising

Pete Holding has stated that the comment “The Club is cash rich at present, no need for a rights issue” (OWG Meeting minutes 03/10/2018) was not said by him. He has asked for this to be recorded as it was not spotted before the previous minutes were accepted.

An option to allow Corporate Members to join or renew their memberships through Glitner is ongoing.

### Communication and Engagement

No meeting since 06/09/2018 so no minutes.

Julen Beer has left the group as has Tom Fowles.

Will Barret has joined, the group.

The next meeting is scheduled for 15/11/2018.

### Respect 2019

Will be held on Saturday and Sunday 8<sup>th</sup>/9<sup>th</sup> June.

DG to contact Suaad re better pitch position for higher footfall.

ML has access to a generator if we are permitted to use one.

Still working on the 'hook' to attract people to the stall, laptops or tablets with looped films is an idea.

### Trust Shareholding

No new developments reported.

MC to liaise with Pete Holding to gain a better understanding of the issues.

### Membership Report and Cards

Current membership 3469. 2327 Gold and 1142 Silver.

Two gift boxes have been sold and one claimed.

Card reader still not operational, Steve Morris has agreed to meet and pass over the login details to link the card reader to our PayPal account.

Some expired members are still receiving voting packs, Clive Matthews has been informed.

MC to meet Alan Hay with regard to printing the 10% club shop discount offer to

members on the reverse of new membership cards. MC will also investigate further capabilities for cards moving forward.

There will be a 10% price reduction offer in the club shop on 28/11/2018.

### Junior Grecians

Membership price rise was based on the better benefits members now receive, young ST holders do not benefit as much so membership for them is £15.

Due to the arrival time of the volunteer, the Mascot does not go into the family room. CH to pursue the idea of 3 mascots (Male, Female and Junior Grecian)

Cost is around £6K for three outfits, quote is from the same company that supplied the outfits for Crealy. Justin Quick has been approached to see if the club will contribute.

Further funding could be raised via sponsorship and selling on any current outfits.

Halloween party was, as expected, well attended. Looking forward to Christmas.

### 1000<sup>th</sup> Goal Event and Others

Concern has been expressed over the initial outlay for the event (former players, hotel bills etc.) and how the money will be recouped. Attracting sponsorship for the event must be explored, MC to speak to Paul West.

EFL regulations state that the 'club' must hold at least two forums per year, we are due one soon. Forums are usually based around players and the managers, could we introduce different formats that would be just as popular (T.V Quiz show style events)

ED to meet with Mark Jenkins to discuss an event for both Trust corporate members and Club sponsors.

### Corporate Membership

Problem identified with banking, statements only made available on a monthly basis. Steve Chudley is usually chased to see if members invoices have been paid so packs etc. can be sent promptly.

Can the Trust alter its page in the match day program to promote corporate memberships, events and forums? This could use a third of a page. Original page was designed by Jenny Hogg but could be altered fairly easily.

Two Boardroom guests have given 5K sponsorship, they have been STH's for one year.

An idea for the Trust to advertise for corporate members through local Chambers of Commerce was decided as being unrealistic.

### Youth Council

This has been approved with the required budget.

3 people initially contacted, Jon Beer (Trust board) someone from the Red Legion and a seventeen year-old female who is considering joining OGOC. A good, diverse mix. Trust the Future is now on Twitter and Facebook, the Devon live article was well received.

A meeting to plan the launch date will be arranged after either the Cambridge or Morecambe game. Young players and the manager will also be invited. The first meeting will be to form the group and discuss projects.

### Volunteer Drive

OWG is now almost entirely made up of trustees. Nick Hawker will be asked if he can put an appeal for new members in his November newsletter. The aims of the group will be highlighted to identify the skill sets that are required.

### Pin Badges

Dave Treharne not present and no update on Trust 15 Year badges. MC to press Dave and Spike Sussex on the designs submitted and how the project is progressing. ED to enquire about metal/enamel Grecian the Lion children's badges.

### AOB

Defibrillator has been acquired, ED to approach Signs Express for a plaque. The Junior Grecians and CCT will be arranging an event via the club for the EFL Trophy round of 32 game w/c 03/12/2018. Event will be based on offering young people and families extra as opposed to any price reduction.

### Date of Next Meeting

15/01/2018

## Community Group

### Shortfall on funding of book on history of St James' Park

#### Option 1:

Publisher handles subscriptions: 500 copies/100 subs:	£1,599
Total Cost:	£8,295
Sales Required: 335 copies @ £19.99	£6,697

#### Option 2:

Trust do subs and books sold at RRP 500 copies/100 subs:	£1,999
Total cost:	£8,295
Sales Required: 315 copies @ £19.99	£6,296

#### Option 3:

Trust does subs at Brazil prices. 500 copies/100 subs:	£2,499
Total cost:	£8,295
Sales Required: 290 copies @ £19.99	£5,797

#### Additional Information:

The Brazil book (750 copies) had 111 subs and 4 pre-orders (115) and sold a further 213 within the first 6 months (328 total in 6m).

A total of 439 copies have been sold at full or reduced price or given away in the four years since.

# Communication & Engagement Group

**MEETING: Thursday 15<sup>th</sup> November 2018 – 6pm**

**Location: The Museum Room @ SJP**

## **Minutes**

**Present:** Will Barrett (WB), Clive Harrison (CH), Pete Martin (PM), Nick Hawker (NH), Martin Lawrence (ML), Alice Cooke (AC) – via conference call

**1. Apologies**

- Julen Beer

**2. Minute taker**

- Will Barrett

**3. Minutes of the meeting of 6<sup>th</sup> September 2018**

- Approved

**4. Matters arising**

- None

**5. Website**

- News Items to be sent to AC as a central hub for all communications
- AC to judge whether additional outlets will be appropriate for items
- AC to be given access details for website by ML – PM to provide training on CMS
- Protocol for submissions to be revised by group – led by PM and AC
- Protocol to include template for formatting
- Protocol to advise contributors to indicate which outlets to send items to
- PM to revisit analytics
- PM to discuss re-tweets and sharing of posts from social media
- PM to invite Simon Larkins or Scott Palfrey to next meeting

**6. Newsletter**

- NH would like to variation of content and contributors – CCT, Junior Grecians, ECFC Museum, Fan Groups, Senior Reds etc.
- Supporter's feature (overseas) - Group to seek contributors

- WB to contact Tom Fowles and Julen Beer to ascertain who will take the editing and production of the newsletter forward

#### **7. Programme matters, etc**

- No current issues – AC has content for next programme organised
- NH working on getting images and words from new trustees for future programme

#### **8. Flyers**

- Trust flyer and application forms to be re-designed – WB to get proofs designed
- Current source £28.00 for 1000 – WB to discuss with SeenIn Design and Uni Print Services

#### **9. Facebook and Twitter**

- PM to discuss re-tweets and sharing of posts from social media (also item 5)
- ML to look at social media engagement strategies ahead of next meeting

#### **10. Any other issues and A.O.B.**

- NH to follow up on promotional video for Trust and live streaming of events
- NH to discuss with Elaine Davis the interviewing of 'directors of the day' for programme/media content
- WB to add call to action to Trust 1000 article
- Group to think of ideas for another competition and award for next year

#### **11. Date of Next Meeting – Thursday 10<sup>th</sup> January 2019 @1800 (Museum Room)**



# Consideration of Trust policy on gambling

Gambling - Advertising - Football- Young people

Googling the words above in preparation for this paper resulted in the link below which I would urge you to look at. It is an article & short film, " Can we have our ball back? " produced by Gambleaware which for the first time has chosen highlight betting in one particular sport - football & how it is normalising gambling for children.

<https://www.campaignlive.co.uk/article/gambleawares-disappearing-balls-ad-highlights-problem-betting-football/1519484>

The article states that the number of problem online child gamblers in the UK has quadrupled to more than 44,000 since 2014.

Coincidentally... or maybe it's no coincidence...since 2014 the total spend by gambling companies on marketing has risen by 56% to £1.5bn. (Figures from Regulus Partners)

We currently cannot escape from betting ads if we watch TV, especially if we're watching football. Betting firms are now sponsoring not only football teams but TV programmes. "I'm a Celebrity ..." has been criticised this season as it is sponsored by Tombola Arcade, with adverts in every commercial break & online. This programme is popular family viewing which, though shown after the 9pm watershed, has repeat broadcasts earlier in the day. Of course, the programme can also be recorded or viewed on catch up all of which render Ladbrokes/Coral PROPOSED 9pm watershed for gambling ads impotent.

Sky & British football are inextricably connected so, as a football club, we are complicit in the problem but that does not mean we can do nothing.

GamCare - [www.gamcare.org.uk](http://www.gamcare.org.uk) - provides information advice & support for anyone affected by problem gambling. It also offers free training for professionals working with young people, delivered by BigDeal Youth Outreach team - [www.bigdeal.org.uk](http://www.bigdeal.org.uk)

GamCare delivered a workshop to Danny Harris & 4 colleagues from CCT last month which I attended along with Martin Weiler. It was excellent & shows a way in which we can offer information & support to the young people & adults that we work with.

What we can do -

1. We take advantage of the free literature & posters available from GamCare.
2. We encourage Academy/Club staff to attend a workshop - which can be delivered free & at SJP - so that they gain awareness, knowledge & skills themselves & the ability to organise sessions for young Academy & First team squad players.
3. We make this initiative public via our website/social media/programme to inform our young supporters & offer information & support via print & online platforms.
4. We agree at Board level that we will not promote betting in our Stadium, programme or online i.e. no shirt sponsorship, no digital advertising on pitch side boards, big screen, website or social media, no print or traditional pitch-side advertising.

Some of you have already rehearsed the commercial arguments against 4.

However, we have a duty, I believe, to act as the Family & Community Club we purport to be & to show that there is a different way to respond to the normalisation of gambling in society.

Elaine. 2.12.18.