

STFC Advisory Board
February 2022





Before outlining the proposed structure of STFC below is a reminder of the commitments made to supporters in Clem Morfuni's response to TrustSTFC's open letter:

My initial **plan** is as set out below:

Obtain agreement, in principle and subject to contract, to purchase the shares at STFC and immediately carry out appropriate due diligence to ensure we are aware of the debts, financial position and issues facing STFC going forward.

Review and seek to resolve debts that STFC has and invest in the Club to ensure it has a stable and proper financial footing.

Review the football management structure of the Club and make appropriate changes to ensure that we can build stability and make improvements to the playing side of the club.

Review the commercial management of the Club and make appropriate changes to grow commercial revenue which can then be reinvested in STFC.

Invest in management staff that will provide regular engagement with our supporters, media, and the local community.

Provide quarterly management and financial updates to provide transparency to the Trust on the financial position and performance of STFC.

Commence monthly meetings with representatives from the Trust, STFC and Swindon Town Official Supporters Club. Minutes of these meetings will be circulated and kept as a record to measure future performance against stated aims and goals.

Restart the plans with supporters to purchase the County Ground from Swindon Borough Council.

Set out plans for staged improvements and developments at the County Ground so that it is a multi-purpose high quality stadium fit for purpose for the 21st Century

To prepare and file full annual accounts regularly and on time (audited where required).

To answer all questions from all local media outlets and never seek to censor or avoid proper questions.

My **commitments** to supporters and the wider community of Swindon and surrounding areas:

I will always be open and transparent on all matters in regard to STFC.

I will provide regular engagement and communication with the supporters and the wider community of Swindon and surrounding areas.

I will build a sustainable future for STFC, investing in the infrastructure of the Club with the aim to take it forwards to being a stable Championship Club.

I will build a sensible structure and present a 1, 3, 5 and 10 year plan that will aim to carry and develop STFC into the future.

Further to all of the above, I will not take a salary or any personal fee payments from the Club for the time I own a controlling interest in the club



ADVISORY BOARD

Advisory Board Structure



- Board to meet monthly to review and assess performance and strategic direction of STFC
- Board meetings will ensure open and transparent engagement but all attendees must agree to confidentiality



ADVISORY BOARD

Meeting Agenda

CHAIRER BY CLEM MORFUNI

- Introduction & Previous Minutes and Actions – Clem Morfuni
- County Ground Update
- Legal Update - Eddie Parladorio
- Business Update, including Financials – Rob Angus
- TrustSTFC Feedback – James Spencer
- OSC Feedback – Christine Kyle/Anthony Reeves
- AOB - Any Other Business
- Review Actions and agree Agenda for next meeting – All



Attendees – Clem Morfuni (CM), Zav Austin (ZA), Don Rogers (DR), James Spencer (TrustSTFC) (AP), Anthony Reeves (AR) and Rob Angus (RA). Apologies, Eddie Parladorio (EP).

1.1 The minutes and actions from the previous meeting were agreed. The following open actions were discussed:

Action – RA and SM to work together on a plan for dealing with refunds – ongoing with aim to resolve by January 2022. Refund options paper drafted and shared. Latest view is that CM and RA will call each of the c140 to try and resolve by January 2022. Work underway to build a stadium sign which ‘thanks’ all those season ticket holders and sponsors who have waived their refunds. Will also offer a special badge commemorating their support. Update – Season Ticket refunds are being progressed.

Action – RA to contact SBC to arrange meeting to agree CG valuation with aim to take sale to SBC March Cabinet meeting. Update – meeting to agree valuation has taken place legal documents to be agreed ahead March Cabinet meeting

Action – RA to work with CK/AR on fanzone options - in progress with aim for a plan by March 2022. Discussions are continuing.

Action – RA to obtain quotes for the cost of the work to repair the Stratton Bank turnstiles – now deferring until stadium ownership completed and studies on Stratton Bank Development taken place

Action – RA to ask ASD, Media Manager to look into FAQ on the Club Website – in progress aim to update by March 2022

Action – RA/Ella Hunter-Gibbs, Head of Ticketing & Retail, SM and STFC Community Foundation to look at schools ticketing initiatives and how we look to continue to improve it. Meeting set up during February 2022.

Action – RA to work with Ella Hunter-Gibbs to share season ticket pricing at next Advisory Board

Action – AR and JS will confirm OSC and Trust view of Fan Banning guidelines for the Club to review

Action – RA to speak to Platinum to ask for more active intervention for poor supporter behaviour

Action – RA to review use of Sweet Kiosk for OSC



ADVISORY BOARD

December Minutes & Actions Review

2.1 The meeting started with CM going through the minutes and actions from the previous meeting. CM noted that he and RA had tried to call all Season Ticket Holders requesting refunds to discuss their options. Those requesting refunds are now seeing these processed. Plans are progressing well for a 'thank you' plaque for those Season Ticket Holders who have waived their refunds along with a commemorative pin for each Season Ticket holder.

2.2 RA then provided an update on the County Ground discussions. Following a meeting with SBC, the valuation of the County Ground has been agreed and the decision to sell the County Ground to the Club and Supporters will be made by the Council at their March Cabinet meeting. Work is progressing to finalise the Heads of Terms as well as Sale and Lease documents.

Action RA to ensure Legal documents are completed on time for March Cabinet meeting

2.3 Discussions are ongoing as to whether funding for the acquisition of the County Ground for the Club and Supporters can be provided by the Eady Trust Fund, meeting the wishes of Nigel Eady who bequeathed the majority of his estate for the benefit of the Football Club. The Club and Supporters Groups believe buying the County Ground and developing the Stratton Bank in Nigel's name would be a great legacy for Nigel. Expecting these discussions to conclude in the next month with a key meeting of both parties legal advisors.

3.1 CM noted EP's apologies and provided the legal update. Discussions in respect of the debts with Centerplate and DPDS continue with the aim to find an amicable settlement.

3.2 CM noted that contractual disputes are reducing with just Jewell now left in remediation.

3.2 CM updated the latest re the Able debt and their winding up petition which is now adjourned to July '22.

3.3 In respect of the FA charges, STFC has submitted its defences and is now awaiting a response from the FA.

4.1 RA then provided the business and financial update. Noting that the overall external debt had now reduced from c£4.5m to £2m. With all repayment plans on track.

4.2 Work is progressing on preparing historic accounts but to enable more time the filing date for the May '21 accounts has been deferred until May '22.

4.3 RA gave an overview of the financials from the Man City game which generated c£300k in marginal profit. These monies will support repayment of debts, legal costs and improvements to our ground and training ground.

4.4 Ticket sales continue to progress well. Ticketing promotions for local schools and youth football continue, with c850 tickets being given away each game. Also working with our local Inclusion Advisory Group with ticketing promotions to improve the diversity of our fan base. The NHS 'respect' game has been moved to the Salford game (from Scunthorpe) at request of the NHS. Plans for the 'Blue Light' respect game are continuing as are ticketing promotions for the Armed Forces.

4.5 Season Ticket 22/23 planning is underway and the Club will share thoughts on Season Ticket pricing with the Advisory Board ahead of confirming them. Aim to have the Season Ticket campaign starting in March. **Action – RA to work with Ella Hunter-Gibbs to share season ticket pricing at next Advisory Board**

4.6 Improvements to the retail offering are underway with new staff and new products being made available.

4.7 Partnership planning for 22/23 is also underway with plenty of opportunities for businesses to be associated with STFC to build their brand and engage with our local community.



ADVISORY BOARD

December Minutes & Actions Review

- 4.8 Fan behaviour issues were noted including the good news that the Police had arrested the person identified for racist abuse. This person will now be banned from the County Ground along with others recently arrested for poor behaviour. CM asked the OSC and the Trust to propose 'banning guidelines' for things such as pitch invasion, flares, persistent standing in the Don Rogers and racist and other abuse. The Club will then review and issue a policy with the backing of the OSC and Trust for all supporters to be aware of. **Action – AR and JS will confirm OSC and Trust view of Fan Banning guidelines for the Club to review**
- 4.9 RA explained that the issue with persistent standing is much greater in the Don Rogers stand due to the steepness of this stand. The Sports Ground Safety Authority (SGSA) has warned the Club that if it does not take action against persistent standing in the Don Rogers stand then the capacity of the stand will be reduced. The Safety Advisory Group (local Council) are also looking at this issue closely, which means the Club need to actively encourage all supporters to remain seated in this stand.
- 4.10 RA noted that repairs to the PA system are now largely done but there is a need to ensure those operating the system do not adjust the balance of the system. Issues with the Fire Alarm systems are now being addressed with plans to update these systems being reviewed.
- 5.1 RA noted the Safeguarding update provided and the work done to improve awareness and reporting of Safeguarding concerns. The Safeguarding Strategic Development Plan was noted by the Board. RA also provided an ED&I update and the plans the Club have to embed ED&I across the business.
- 6.1 AR then provided the OSC update and noted complaints from supporters of persistent standing and poor behaviour in the Don Rogers Stand with reports that Stewards are not being active enough to manage these issues. RA stated that he would speak to the Club's Stewarding and Security Partner, Platinum, and will ask for more active intervention to deal with these issues. **Action – RA to speak to Platinum to ask for more active intervention for poor supporter behaviour**
- 6.2 AR provided useful feedback that the Block in the Don Rogers stand where tickets are located would be a good addition to the tickets and help supporters find their seats more easily. AR also asked if the OSC could use the unused Sweet Kiosk in the Don Rogers stand to sell match day programmes, match day draw tickets and to promote the presence of OSC. All agreed that this was a good idea and RA will look to progress. **Action – RA to review use of Sweet Kiosk for OSC**
- 6.3 AR asked if the Club could support working with with Andy's Man Club (a talking group, a place for men to come together in a safe environment to talk about issues and problems they have faced or are currently facing) to which the Club are happy to do so.
- 6.4 AR asked if the Club could look at handrails in the Arkells Stand which RA said the Club will happily look at for next season but noted the installation is likely to be expensive.
- 6.5 AR noted that the Club (RA, Matt Waters, General Manager & Caroline Lane, Disabled Liaison Officer) had met with the Disabled Supporters Club and are progressing some points of feedback raised. AR will proactively work with Disabled Supporters Club to ensure Advisory Board is aware of their feedback.
- 7.1 JS provided the Trust update noting that much focus and efforts are in respect of ensuring the County Ground acquisition continues on track for March '22. RA thanked for the Trust for their efforts and for the funding of the Valuers work and the excellent legal support from Cooley LLP and Royds Withy King.
- 7.2 JS noted the success of the fan engagement page that went live on 16th December <https://www.swindontownfc.co.uk/news/2021/december/swindon-town-fc-fan-engagement> Includes new shared email account for fan questions and fan engagement. This email account is being managed by a combination of club staff and supporter volunteers and will help speed up responses to queries that are raised.
- 8.1 The next meeting was agreed for Tuesday 1 March at 8am.



ADVISORY BOARD

County Ground Update

- Discussions to purchase the County Ground with SBC continue. A heads of terms in respect of the acquisition has been sent to SBC for their thoughts. Planning for a decision at the March SBC cabinet meeting.
- The valuation for the County Ground has been agreed between STFC/Supporters and SBC. Thanks to TrustSTFC for paying the valuers costs.
- Discussions are being held with the Nigel Eady Trust Fund in terms of funding for the Ground purchase. Discussions are ongoing as we look to finalise how funding could be arranged for the Club and the Supporters to enable the purchase of the County Ground and leave a legacy that Nigel Eady would be proud of and reflect his wishes to support the Club. The Club and Supporters Groups believe buying the County Ground and developing the Stratton Bank in Nigel's name would be a great legacy for Nigel.
- The Joint Venture vehicle that we hope to purchase the County Ground with will be called "The County Ground Stadium Custodians Ltd" and is now set up. It will have 3 directors from the Club and 3 for the supporters. The Club directors will be nominated by STFC and the supporter's directors nominated by TrustSTFC who are the other legal entity to the JV (Swindon Town Community Mutual Limited). It is proposed that there will be one Director from the Nigel Eady Trust Fund which represents the Club and one representing the supporters.
- The freehold of the ground will be owned by the JV with a 250 year lease granted to the Club. Rent will be paid by the Club to the JV but the rental monies received by the JV will be reinvested into the ground for maintenance and other projects.
- Any significant decisions will require the TrustSTFC directors to consult their shareholders. The shareholders will maintain voting rights through an annual £19.69 fee (*subject to inflation) and the income from this annual fee will provide an ongoing additional revenue stream specifically for stadium maintenance and improvements.
- STCM currently has 1,239 paying members who will immediately become the first group of voting shareholders in the County Ground and ensure that in years to come we have an active ownership for the supporters' stake in the stadium. STCM is a democratic organisation that provides the required protections for future generations (see next slide). STCM will seek to grow membership to 2,300 (and beyond) as required by SBC as part of the plans to purchase the County Ground.
- The key next steps are to finalise funding arrangements and then ensure that the Sale and Lease agreements are agreed by STFC, STCM and SBC.



ADVISORY BOARD

Legal Update

BY EDDIE PARLADORIO

Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Contracted Commitments	<ul style="list-style-type: none">The club is continuing to look at a number of the contracts signed in the past and checking whether they are enforceable and appropriate including Centreplate, DPDS, Jewell and AbleEvery effort will be made to fight these contractual claims where possibleAble have raised a winding up petition against the Club for the debt they are claiming (c£100k). Club are fighting due to concerns over its legitimacy and that it was paid through a 3rd party – Consulting Logistics and this relationship has not been explained. Club will fight but have the funds to settle if the courts order the Club to do so. Due to be heard in Courts during January and now adjourned for a hearing due in March '22	On Track	<ul style="list-style-type: none">Continued review of contracts and legal action to defend the Club's position
County Ground	<ul style="list-style-type: none">JV now set up, Discussions with Trust lawyer James Maton going well, revisiting JV agreement etc for County Ground purchase. Expect to propose acquisition at February or March SBC Cabinet meeting	On Track	<ul style="list-style-type: none">Engagements with SBC and driving CG acquisition for Feb 2022
Other Issues	<ul style="list-style-type: none">The Club has been charged with a breach of the FA's funding regulations relating to the previous owner and alleged funding relationships he had in place. The Club will defend its position and likely plead mitigation given that Clem had no knowledge of these arrangements and the Club is being run in a open, transparent and proper manner under Clem's stewardship. The Club has now made its submissions to the FA and awaits further dialogue from the FA.	On Track	<ul style="list-style-type: none">Submission of Club's defence



ADVISORY BOARD

Business Update

BY ROB ANGUS

Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Financial Update	<ul style="list-style-type: none"> Debts estimated at c£4.5m is now estimated at c£2m – breakdown on following page shows what is due this season exc. trade creditors Current cashflow is c£300k in credit post January payment runs and repayment plans, wages etc Working to be in a position to issue management accounts, review historic financial records Repayment plans are on track with HMRC, EFL, SBC and others but it will take time to repay these debts 	Amber	<ul style="list-style-type: none"> Roll forward accounts/start prep for mgt accounts Assess accuracy of historic financials
Ticketing	<ul style="list-style-type: none"> Bundle Ticket plans and half season tickets are now on sale and have progressed well with Season Ticket sales now at 4.8k Crowd figures continue ahead of ahead of forecast but under 10k home fan target, although we had c10.2k home fans v Bristol Rovers Ticketing initiatives for primary schools, youth football, local ethnic groups, Armed Forces and NHS all progressing. c850 tickets are being issued to local schools and youth football clubs each home game NHS ‘thank you’ game planned v Scunthorpe United on 12 Feb Considering other ticketing promotions ahead of upcoming home games. Home game v Oldham Athletic on 12 March sees all Season Ticket holders being given an extra ticket for free Thoughts on Season Ticket campaign underway being led by Ella Hunter-Gibbs, Head of Retail & Ticketing 	On Track	<ul style="list-style-type: none"> Continue to strive for 10k attendances without large away support Plans for NHS, Armed Forces, Charity focused games
Sales & Marketing	<ul style="list-style-type: none"> New products ordered for the shop and new staff recruited to help improve retail offering and telephone service Partnerships progressed well with planning now starting for next season Conferencing & Catering bookings for non-matchdays and evenings from January onwards requires further push with much space available for conferences, collaboration meeting space and parties and events 	Amber	<ul style="list-style-type: none"> Continue to improve retail offering Outstanding sponsorships Drive use of County Ground for parties, conferences and events
PR & Social Media	<ul style="list-style-type: none"> Major goal is to go from bottom of 92 clubs in fan engagement (last season) to top of the 92 Looking for parties to work with for a football style documentary on the ‘rebuild’ for our Club Work with OSC on Global Supporters Clubs with Australian, Norwegian and Brazilian clubs now set up. 	Amber	<ul style="list-style-type: none"> Continue positive PR and media reach Consider 3rd parties who could document the ‘rebuild’ under a new era Continue to support Global Supporters Clubs and support strong interest in Australia with OSC
Outstanding Issues	<ul style="list-style-type: none"> Request for supporters to waive refunds are being worked through. As a reward for Season Ticket holders who waived refunds, Club is looking at a plaque on the County Ground recognising their contribution along with a ‘special pin badge’. Fan behavior issues at recent games is causing concern for the Club. STFC have supported the Police who have made a number of arrests. The Club will ‘ban’ those identified. Club has worked with Police on the racial abuse allegations at the game against Man City with an arrest bow made, the Club will ban the ‘supporters’ identified. 	Amber	<ul style="list-style-type: none"> Supporter refund query responses Support Police with issues with small minority of fans
Opportunities	<ul style="list-style-type: none"> Supporter events – fanzones, local schools and sportclubs, diversity and inclusion group engagements to be discussed with OSC and Trust Discussions with New College with regard to STFC being their official eSports team 	Amber	<ul style="list-style-type: none"> Fanzones Supporter Group engagement and support eSports
EFL engagement	<ul style="list-style-type: none"> EFL suggest prudent management and to be careful in early repayment of interest free loan 	Amber	
Stadium Safety & Maintenance	<ul style="list-style-type: none"> Stadium repairs continue, more issues with PA system and turnstile ticketing access systems. Work continues to make improvements TrustSTFC are considering supporting the Stratton Bank stand, by helping finance toilet refurbishment and open this side of the stadium. 	Amber	<ul style="list-style-type: none"> Turnstile system work, PA system improvements Stratton Bank operational but more improvements might be needed



ADVISORY BOARD

Financial Update

BY ROB ANGUS

Debts left due for 21/22 Season	Jan '22	Dec '21	Nov '21	Oct '21	Sept '21
HMRC	£460k	£535k	£610k	£684k	£750k
EFL Hardship	£0k	£175k	£175k	£175k	£175k
EFL Covid Variation Loan	£20k	£20k	£20k	£20k	£40k
Bounce Back Loan	£45k	£45k	£45k	£45k	£50k
SBC	£144k	£168k	£192k	£216k	£238k
Puma	£0k	£0k	£5k	£18k	£30k
Contractual disputes	£500K	£500k	£500K	£500K	£580K
Contractual disputes - Football	£45K	£65k	£105k	£105k	£105k
Total	£1.21M	£1.51m	£1.65m	£1.76m	£1.9m



ADVISORY BOARD

Estimated Revenue from Manchester City Game

Revenue	Jan '21
Ticket revenue (45% of proceeds, less Police and Stewarding costs)	£121k
TV Monies	£75k
Commercial Revenue	£125k
Hospitality Revenue (net of costs)	£30k
Less Costs of Preparing Stratton Bank and Other items	(£30k)
Total	c£321k

Revenue generated by the game will be used to continue to manage down legacy debt, fund investment in the Training Ground and improvements in the 1st team squad and Academy.



ADVISORY BOARD

Academy Plans

BY ROB ANGUS AND CLEM MORFUNI

Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Assess Academy Quality	<ul style="list-style-type: none"> Assessment of Academy facilities ongoing with aim to improve Academy and ultimately move from Category 3 to Category 2 in the longer term 	Amber	<ul style="list-style-type: none"> Review ongoing
Plans for Better Facilities	<ul style="list-style-type: none"> Carrying out a strategic review of the Academy Structure Recruitment of additional part-time academy coaches agreed and ongoing Investment in making County Ground gym fit for purpose for 1st Team, Academy and across STFC. Investment c£20k Assessment of current facilities shows they are inadequate Assessment of alternative options are underway assessing a number of options across Swindon and Wiltshire. Meeting with Wiltshire FA (Mark Young) and New College (Dan Thorley) very helpful in continuing this assessment Working positively with Calne Town Council and Beversbrook with regard to additional options and extending STFC presence as well as investing in facilities are Beversbrook 	Amber	<ul style="list-style-type: none"> Confirm preferred Academy facilities going forwards Hiring of additional Academy Coaches
Safeguarding Update	<p>Key information from the Safeguarding reporting summary</p> <p>September – January 2022 has seen consistent reporting levels which is indicative of a well informed and vigilant workforce. November 2021 and January 2022 also saw a reporting spike at the Academy. This is believed to have been because of increased awareness amongst academy staff and a number of Mental Health challenges faced by young people. A risk register has been created and a review of all policies is taking place, a policy tracker will be created to assist the Board understand projected policies for endorsement.</p> <p>Safeguarding Summary</p> <p>The Academy has recently undergone a PGAAC Safe to Operate Audit, during this audit the club were commended for the progress they have made in both Safeguarding and Player Care. The Club have also increased the amount of trained staff with access to the safeguarding reporting software, MyConcern including Media staff to help create a safe social and virtual environment.</p> <p>.</p>	Amber	<ul style="list-style-type: none"> Continue to review and improve safeguarding standards
ED&I Update	<p>An EDI working group has been created which is represented by 9 members of staff across the organisation. The purpose of the working group is to ensure inclusion is considered in all aspects of the business, assist with inclusion assessments that are conducted on behalf of the EFL, assist with and review any reports and incidents that are related to Equality, Diversity and Inclusion. The group will meet every 2 months to ensure actions are carried out and that the club is on track to achieve the EFL Code of Practice. Rob Angus is the Equality Board Champion, this means he will ensure the board takes equality issues into consideration when making decisions and that equality is included as an agenda item when required.</p>	Amber	<ul style="list-style-type: none"> Continue to embed ED&I across the business



ADVISORY BOARD

Safeguarding Targets

BY ROB ANGUS AND CLEM MORFUNI

Safeguarding Strategic Development Plan January 2022 to August 2022

Strategic Targets		Timescale	Responsibility	Criteria for Success
Strategic Target 1	<ul style="list-style-type: none"> To develop a clear reporting and management structure of Safeguarding throughout Swindon Town FC 	March 2022	BH	<ul style="list-style-type: none"> Any member of the STFC community can clearly articulate how they identify, and report concerns and who they report to All processes are visible and accurate The website is easily navigable for supporters to access information on Safeguarding
Strategic Target 2	<ul style="list-style-type: none"> To initiate and develop an ongoing CPD support system for all staff throughout the Club with regards to Safeguarding 	July 2022	BH RA All staff CM/RA	<ul style="list-style-type: none"> DSO has attended 'Safeguarding South' meetings and training DSO has attended EFL DSO Safeguarding Training SSM has attended Safeguarding Training All staff and directors have completed the basic EFL safeguarding course Members of the board attend Safeguarding Training
Strategic Target 3	<ul style="list-style-type: none"> To ensure Swindon Town FC's Safeguarding Policies and Procedures are EFL compliant 	Mar 22	BH/RA/MW	<ul style="list-style-type: none"> Dialogue with EFL and Safeguarding Policy is approved Safeguarding is embedded All policies have been completed, shared and approved by STFC Community Work together with STFC Foundation EFL Safeguarding Audit indicates the policies are correct
Strategic Target 4	<ul style="list-style-type: none"> To ensure a culture of safeguarding is embedded throughout the STFC community 	July -22	RA/BH/MW	<ul style="list-style-type: none"> Support at least three Safeguarding events as a club during the season Signage created throughout the club which promotes Safeguarding and offers clear guidelines



Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Memorandum of Understanding	<ul style="list-style-type: none"> MoU signed and agreed with TrustSTFC and has been circulated nationally via The Football Supporters Association, with praise coming from many areas as this is only the 11th such agreement to be put in place for the 92 English clubs. The MOU is formed around the commitments made by Clem in his Open Letter (mentioned earlier) and is there to ensure ongoing transparency and engagement. 	Complete	
Schools & Youth Football engagement	<ul style="list-style-type: none"> With support from Mike Welsh (Trust President) and Jon Holloway (STFC Community Foundation) working with Head of Ticketing, Ella Hunter-Gibbs there is now a plan in place for issuing free tickets for schools via online code (ensures captures details) with follow up community tickets for next 6 games. Will continue to push this initiative and expanding to include local ethnic groups, which is underway. c850 tickets are being offered to schools and youth football each game Good meeting with Councillor Bazil Solomon and General Manager Matt Waters on more we can do to engage and build a more diverse supporter base. 	On Track	<ul style="list-style-type: none"> Continued school engagement and follow up plans with families who attended
STFC Women's Team	<ul style="list-style-type: none"> Engagement with STWFC team with media support, engagement and support Home game v Exeter at County Ground on 31/10 was called off due to concerns of waterlogged pitch. Now need to consider how to support future fixtures at County Ground. Need to assess pitch performance in winter months for future games 	On Track	<ul style="list-style-type: none"> Host a STWFC game at the County Ground
Disabled Supporters Facilities and Engagement	<ul style="list-style-type: none"> Work done to make initial improvements to facilities including toilets and coverings Looking to work with Disabled Supporters Club and Trust on Autism initiatives that have been successfully launched at Plymouth and Cambridge. In discussions on this with TrustSTFC 	Amber	<ul style="list-style-type: none"> Continue to engage and make active improvements to disabled supporter facilities
Fair Game Initiative	<ul style="list-style-type: none"> Consider whether to sign up to the Fair Game initiative which is now supported by 11 EFL clubs and calls for openness, transparency, sustainability and community engagement Calls for a sustainability index and independent regulation for football, as well as protection for heritage and traditions, greater redistribution of wealth, salary caps, commitment to diversity and inclusion Whilst broadly supportive, decision made to not get actively involved at this stage 	Complete	



ADVISORY BOARD

Official STFC OSC

BY ANTHONY REEVES

Subject	Details	Current RAG	Comments
Crowd Issues	<ul style="list-style-type: none"> • People standing in the Don Rogers stand (block D6U) for whole game. Reports of people being injured, scared and unsafe from drunk fans standing. Stewards not doing anything, just watching the game. • Is there an update on crowd trouble at Man City match? 	Fan question/ Query	<ul style="list-style-type: none"> • How are ban lengths decided?
Ticketing	<ul style="list-style-type: none"> • Tickets for Don Rogers Stand have Block references as well as seat numbers, but only seat numbers are displayed inside the stand misleading some fans. • When do Season tickets go on sale for next season? 	Fan question/ Query	
Empty Kiosk	<ul style="list-style-type: none"> • There is an empty kiosk in the Don Rogers Stand. OSC enquiring if they can use this on a Matchday for Matchday Draw Ticket sales, and also programmes. 	Ongoing	<ul style="list-style-type: none"> • Can OSC also sell in Legends Lounge and unused Programme stands outside the ground for MDD sales?
Fan Zone	<ul style="list-style-type: none"> • OSC to work with Club to look at Fan Zone options for Matchdays 	Ongoing	
Catering	<ul style="list-style-type: none"> • Food prices inside the ground seem high. Can these be looked at by the club? 	Fan question/ Query	
Future Partnership	<ul style="list-style-type: none"> • OSC approached about STFC working with Andy's Man Club (a talking group, a place for men to come together in a safe environment to talk about issues and problems they have faced or are currently facing). 	Fan question/ Query	<ul style="list-style-type: none"> • Other Football League clubs currently offer a venue for meetings. Looking to set up a group in Swindon.
Accessibility	<ul style="list-style-type: none"> • Could the club consider installation of handrails in the Arkells Stand? 	Fan question/ Query	<ul style="list-style-type: none"> • Specifically the lower tier behind the dugouts



ADVISORY BOARD

TrustSTFC Feedback

BY STEVE MYTTON

Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
County Ground	<ul style="list-style-type: none"> Montague Evans (acting on behalf of TrustSTFC) have completed discussions with the SBC valuation partners, Avison Young and a sale price has been agreed. This should now go to SBC Cabinet meeting for approval on 16th March, which will be followed by SBC scrutiny meeting on 21st March. We then have a six-week Asset of Community Value process to complete. The sale could complete by end of May, depending on solicitors. The County Ground Stadium Custodians Ltd has now been formed with initial Directors representing STFC Ltd and STCM Ltd. Cooley continuing to provide excellent pro-bono support via James Maton, with support from Greg Callard of Royds Withy King. 	March Sale Agreement	
STFC 'NextGen' in Schools	<ul style="list-style-type: none"> Meeting with Community Foundation and STFC scheduled for 10th February to discuss improvements to the Schools initiative. There seems no intention to go beyond fairly local schools at the moment, but the aim is to expand outside of the Swindon area eventually Marketing materials and branding still needed, to include fixture lists, registration instructions and a display board in schools Follow-Up is key for 'NextGen' success and still some improvements required, all groups in discussion on this. 	Phase 1 underway with free tickets	<ul style="list-style-type: none"> Online registration page to be created to build up database of NextGen participants
STFC 'NextGen' In Youth Football	<ul style="list-style-type: none"> Progress here is reliant on the registration page, so currently on hold. Have been approached by Highworth Town Juniors FC to talk about building closer links between the STFC and their youth football setup As with the NextGen Schools work, marketing materials required for distribution throughout the North Wilts Youth Football League (NWFYFL). Once NWFYFL is operational, look to extend to other leagues and spread the NextGen network further afield. 	On Hold	<ul style="list-style-type: none"> Follow-up is key, still work to do in this area to get 'NextGen' operationally smooth Marketing materials and branding needed
Stratton Bank Community Stand Sponsorship	<ul style="list-style-type: none"> Last Advisory board meeting raised questions around the approach to this work, given the impending County Ground purchase and follow-on plans It was felt that maybe we should consider this as part of a wider stadium redesign, as development of Stratton Bank will be a priority after stadium purchase Extensive work required that goes beyond toilets, so needs discussion over whether this could be offered in 2021/22 season anyway. Propose to put on hold until after County Ground purchase and then revisit the idea. 	On Hold	<ul style="list-style-type: none"> Confirm additional works around new turnstiles, and IT infrastructure Rail seating/safe standing to be considered Confirm target date for launch
Scarves	<ul style="list-style-type: none"> TrustSTFC Board Members have been handing out TrustSTFC red and white scarves for Bronze, Silver and Gold members at recent home matches There are over 700 scarves to distribute and so far around 300 have been given to Trust Members outside the ground, with a very positive response. We will be back handing out scarves from behind the Town End stand, for the Crawley game on 1st February from 6.15pm to 7.15pm (as it's a 7.45pm start). We had also previously proposed to buy 1k more scarves for NextGen school and youth football, plus scarves for primary school age season ticket holders, and ideally would want them collected from STFC and promoted by club (bring to matches and hold them up as teams come out) – ideal for winter matches. As retail option is not possible, this idea will go on hold but we would like to discuss this again for next year. 	Ongoing	<ul style="list-style-type: none"> Keen to make more of Harry McKirdy sponsorship Due to delivery delays we have been given 40 extra scarves, and had 70 scarves donated back by members, so we will be giving over 100 scarves to youths/children, still working on logistics, and final numbers.
Fan Engagement Email Address	<ul style="list-style-type: none"> Fan engagement page went live on 16th December https://www.swindontownfc.co.uk/news/2021/december/swindon-town-fc-fan-engagement Includes new shared email account for fan questions and fan engagement. This email account is being managed by a combination of club staff and supporter volunteers and will help speed up responses to queries that are raised. Special thanks to Board member James Spencer who has dealt with issues recently. 	Complete	
Miscellaneous / Ongoing Ideas	<ul style="list-style-type: none"> Trust Board Member Alex Pollock detailed an offer of support to the club's media manager – awaiting feedback. Club Museum locations were discussed (£25k pledged by one supporter, possible matched funding from English Heritage to be explored) Fill the Stadium days –possible target is Oldham on 15th March with extra tickets for season ticket holders. Pre-Match and Half-Time Entertainment improvements – more work required here but some good early discussions. FAQs section proposed for official site, dealing with common questions that come into TrustSTFC and OSC. Trust has new STFC Women rep – Laura Morgan. Women's/HerGameToo Section proposed for official site, along with Disabled, and D&I section. 	Ongoing	



ADVISORY BOARD

AOB, Review Actions and Agree Next Agenda

- Any Other Business (AOB)
- What went well, what didn't work so well
- Review actions from this meeting
- Agree public relations and immediate next steps
- Additional Agenda items for the next meeting
- Agree next meeting date, duration and location