STFC Advisory Board

November 2021

ADVISORY BOARD

Commitment to Fans Reminder

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

Clem Morfuni

Zavier Austin

Eddie Parladorio

Club Ambassador
Don Rogers

TrustSTFC Representative
Steve Mytton

Rob Angus

Official Supporters Club Rep.
Christine Kyle/Anthony Reeves

- 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

CHAIRED BY CLEM MORFUNI

- Introduction & Previous Minutes and Actions – Clem Morfuni
- Fair Game Initiative
- Business Update, including Financials – Rob Angus
- Legal Update - Eddie Parladorio
- Supporter and Community Engagement – Rob Angus
- TrustSTFC Feedback – Steve Mytton
- OSC Feedback – Christine Kyle/Anthony Reeves
- AOB - Any Other Business
- Review Actions and agree Agenda for next meeting – All

ADVISORY BOARD

November Minutes & Actions Review

Attendees – Clem Morfuni (CM), Zav Austin (ZA), Eddie Parladorio (EP), Don Rogers (DR), Steve Mytton (SM), Anthony Reeves (AR) and Rob Angus (RA)

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

Action – RA to contact Fan Engagement Index and get details of assessment and RA to share details of Fairgame movement with the Board – Fan Engagement index being assessed working with Trust along with Fairgame initiative. Aim to finalise assessments by December meeting

Action – RA to contact SBC to assess ability to 'satisfy' CCJ – contact made but SBC not able to 'satisfy' CCJ. EP noted that it is not unreasonable to ask for the debt to be 'satisfied' with action being taken in respect of the new instalment agreement if necessary. - SBC not willing for CCJ to be 'satisfied'. Action closed.

Action – RA and SM to work together on a plan for dealing with refunds – ongoing with aim to resolve by January 2022

Action – RA to contact SBC to set out proposed CG timetable – SBC meetings held with plan to take CG to Feb '22 Cabinet

Action – RA and SM will continue to work to drive ticketing initiatives that create the 'Next Generation' of Town Fans – Ongoing plan in place – action closed

Action – RA to share iFollow overseas stats with CK/AR – provided – action closed

Action – RA to work with CK/AR on fanzone options - in progress with aim for a plan by January 2022

Action – RA to obtain quotes for the cost of the work to repair the Stratton Bank turnstiles – in progress with aim for quotes by January 2022

Action – RA to confirm options for Trust Retail presence. Trust offered space in back of Town End which Trust are considering. Action closed.

Action – RA to ask Ella to share bundle plans with Trust and OSC – done. Action closed

Action – SM to ask members for ideas on half-time entertainment – aim to provide by January 2022

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

ADVISORY BOARD

November Minutes & Actions Review

2.1 The Advisory Board discussed the merits of the Fair Game initiative which is a group of like minded Clubs looking to drive change and encourage independent regulation and transparency. Whilst the Board agreed with the aims of Fair Game they decided to take soundings from the EFL and other Clubs before deciding whether to join. ***Action – RA and CM to contact EFL and other Clubs to gain feedback before deciding whether to join***

2.2 EP noted his disappointment that SBC had not agreed to 'satisfy ' the CCJ which does not help the Clubs credit record. EP thinks this could be done relatively easily. CM and RA noted that rent was paid as soon as possible and back rent agreed and repaid but SBC have not shown much if any goodwill on this point which is disappointing. EP then provided a legal update including reference to the progress on the legal documents for the County Ground purchase, which has progressed well and are nearing final form. EP also gave an update on the following legal disputes

- DPDS – discussions are ongoing to try and mediate the dispute. An offer has been made to DPDS which is being assessed.

- Able – a petition has been threatened but EP has challenged and appointed a QC to help STFC fight the claims for the debts

- Centreplate – discussions are ongoing with Centreplate having now delivered paperwork for EP to review

- Contractual disputes with McGreal, Gilmartin and Jewell are entering the mediation phases

3.1 RA updated on progress on financials which were progressing well with known outstanding debts now estimated at c£2.5m down from c£4.5m. Repayment plans are on track with HMRC, EFL, SBC and Puma. Cashflow at the end of October was around c£700k

3.2 On the ticketing side crowd figures continue to be strong with the Club really appreciating the faith shown by our supporters. SM noted the analysis that had been carried out shows trajectory of gates in the 21st century with the current average of 8.9k ahead of anything seen during this time. RA noted that bundle ticket plans were being progressed for 6 and 12 game packages and should be available soon. RA also noted that good progress was being made by Ella Hunter-Gibbs (Head of Ticketing) on ticketing initiatives for schools, youth football, local ethnic groups, Armed Forces and NHS. There are also plans for a combined 'Swindon Sports' ticket deal with the Swindon Wildcats

3.3 From a retail perspective RA noted that the 3rd kit will be due in by the end of November. Kit for next season has been ordered to ensure delivery for summer 2022. Plans are in place for a mini Christmas market, including a Christmas Tree selling station and Santa's Grotto for the game v Walsall (18 Dec). New casual wear was in the shop and selling well and Christmas stock is now coming in and will be available soon.

3.4 From a Commercial perspective, partnerships are working well with revenue at c£500k. Key focus is now to agree stadium naming rights and also naming rights for the Stratton Bank. The Robins Suite is now open and was fully occupied for the Bradford game, this along with its availability for parties and conferences on non-matchdays will generate extra revenue for the Club. The Club are looking to drive Hospitality & Catering bookings for non-matchdays and evenings for parties, Christmas events, conferences and collaboration space.

3.5 RA noted that the Club is starting to look at those requesting refunds (c180) and how the Club deals with that without disrespecting the far majority of supporters who have waived refunds and credits and bought again. RA will set out the options and this will be discussed with the Trust and OSC before a plan of action is agreed. Discussions were also made as to how to recognise the thousands of season ticket holders and sponsors who have waived refunds and bought again. ***Action – RA to set out refund options to be discussed with SM and AR***

3.6 RA noted that the a small minority of STFC supporters had been involved in trouble at Stevenage, Port Vale and Bradford and the Club were working with the police on the matter and will look to support the Police on action to be taken and make a statement noting the impact that poor behaviour has on the reputation of the Club and the costs that it can drive, for example the £3k paid to Stevenage and reduced away ticket allocations, which we have experienced at Bristol Rovers and Northampton.

3.7 Stadium repairs have been made to the PA system, lighting, seats and painting. Further work is being planned on the turnstile systems, toilets. Checks have been made on the Floodlights which they passed. Quotes for Stratton Bank toilet improvements are expected soon.

4.1 Recruitment of additional part-time academy coaches is underway as improvements are continued to be made to the Academy. An investment of c£22k has been made on the County Ground gym to make it fit for purpose for the 1st Team, Academy and across STFC.

4.2 Safeguarding was discussed and it was noted that RA and Matt Waters had received a 2 day safeguarding training course from the EFL and that Ben Hawkins had been appointed as full time Head of Education and Safeguarding at the Club where he will continue to work closely with New College.

5.1 AR provided the OSC feedback with reference to the price of chocolate and sweets in the Kiosks being expensive, RA will feed this back to JFM who the Club have outsourced the Kiosk provision to for this season. AR also asked around bottle top removal to which RA explained this is a safety requirement in all stadiums in England from the Stadium & Ground Safety Authority.

5.2 OSC suggested that the Advisory Board look to provide a short infographic to summarise the minutes and achievements of the Advisory Board which could then be communicated via printed copies in the Legends Lounge and via the Swindon Advertiser. All agreed this was a good idea. **Action – RA to work with AR & SM to produce summarised minutes in an infographic form**

5.3 Concerns raised by fans regard to queuing before kick off to which RA stated that work was going on to improve the turnstile systems and look as to how action could be taken to improve the position. In the short term it was noted that fans would need to arrive earlier at the ground whiles such issues are worked on. RA noted that if Covid-19 passports are required as will be the case with the upcoming away game v Newport then this will put further pressure on queues and will require fans to arrive earlier to avoid queues.

5.4 Questions raised with regard to inviting opposition mascots to games to interact with Rockin Robin and also for music to be played in the concourses to promote an atmosphere. Rockin Robin also requested a changing area with shower. **RA will consider the request and discuss further with AR**

5.5 AR asked the question regarding half or multi game season tickets to which RA noted that Ella Hunter-Gibbs (Head of Ticketing) will shortly be releasing 6 and 12 game ticket bundles

6.1 SM updated on County Ground purchase stating that SM and RA had met with Susie Kemp and Rob Richards from SBC and confirmed the earliest SBC can confirm a deal is February 2022 after the February Cabinet. SM and RA will present to Councillors in late November on County Ground plans ahead of preparing materials for SBC to consider CG acquisition. Montagu Evans have completed valuation for Trust and STFC at £2m, now awaiting valuation from SBC to be confirmed. Work is progressing at pace with good support from James Maton at Cooleys and Greg Callard of Royds Withy King.

6.2 SM discussed the progress made on schools and youth football ticketing initiatives which had been progressing well. SM and the Trust keen to move to the next level with additional data breakdowns, different options for data collection and more marketing materials. ZA noted that good progress to date but the STFC team is limited in numbers so won't be able to always meet the demands straight away and may take time. RA noted good progress to date with strong support from Jon Holloway and Shane Hewlett at STFC Community Foundation and Mike Welsh, TrustSTFC President. The initiative will continue but need to recognise ability to 'walk before we can run'.

6.3 Improvements to the Stratton Bank were discussed by the board. RA noted that quotes for the toilets and that improvements to turnstiles were being assessed but given the plans to redevelop the Stratton Bank post ownership of the County Ground it may be best to consider as part of that redevelopment.

6.4 SM referenced the request from TrustSTFC to have presence in the STFC shop. RA noted that this will be logistically difficult and STFC are also looking to maximise revenue from its retail operations. RA offered space at the back of the Town End for TrustSTFC and the OSC for collecting and selling merchandise and other materials.

6.5 SM noted that TrustSTFC has a new STFCW rep, Laura Morgan who will help us drive engagement with female fans and STFCW and support initiatives such as #HerGameToo which was welcomed by all

6.6 After 3 ½ hours the meeting ended with the next meeting confirmed on **Tuesday 7 December at 8am**

ADVISORY BOARD

FairGame Initiative

Fair Game is a group of 24 value-driven clubs, backed by 32 world-renowned experts and supported by politicians, looking to change our national game for the better. Fair Game wants a sport where every fan can put their shirt on in the morning proud in what it stands for, safe in the knowledge that the traditions and heritage of their club will always be there

Led by clubs, supported by experts and backed by politicians • believe in sustainability, integrity and community • wish to see football governed with fairness, openness and transparency at its core; honouring the mantra that the game can be a force for good and putting clubs at the heart of the communities they serve

THE CREATION OF A SUSTAINABILITY INDEX Football needs to incentivise and encourage good practice. The Fair Game Sustainability Index, run by an independent regulator, will do that. The Index will score clubs on four criteria. The score will then help determine how much of the redistributed TV revenues - and also any new funding pots that emerge in the future such as streaming - each club receives. The four criteria are: • Equality standards • Fan engagement • Financial sustainability • Good governance

AN INDEPENDENT REGULATOR NEW AND STRONGER RULES • Board of up to 11 • Created by legislation • Appointed by government • Mixed skillset • Operating in a hybrid model taking the best elements of the financial services regulator and the operations of the academy structure. • A new Owners and Directors Test should be put in place to ensure that the people running clubs have the integrity and skills to manage to a high standard • The abolition of the football creditors' rule

Fans will have the final say on any proposed change to a club's 'crown jewels': • Name • Nickname • Colours • Badge • Leaving the geographical location connected to the club's name • 25% of Premier League TV revenues -and future new revenue streams - should be distributed outside the Premier League • The Sustainability Index will define where 80% of that revenue goes • Salary caps will be introduced across all divisions - the makeup will vary per division • Relegation clauses introduced into all contracts • Prohibit clubs from paying agent

A statutory body, final approval of all board appointments to the independent regulator will lie with the government. Good practice means the board should not consist of more than 11 members. The following general principles of Board composition must apply: • Ensure diversity of views and backgrounds (e.g. gender, ethnic origin, disability on Board • Chair of Board should be an independent member • Three-year terms of office for Board membership; no member to serve more than two terms • No Board members to be current directors or substantial shareholders in, or employees of, clubs in the Premiership, Football League, National League, Women's Super League or Women's Championship • The Board to have a skill matrix and prospective candidates to set out how they fit with those requirements

The Board would report on a regular basis to (a) Parliament, (b) DCMS, (c) the FA (optionally), and (d) the public – but this is reporting for information, not approval/ endorsement. One of the Independent Regulator Board's first jobs should be to develop appropriate mechanisms to ensure various elements of the game are represented (such as fans, players' bodies and clubs) and any risks or vested interests are properly mitigated. In an ideal world, the regulator would be part of the FA, but at the moment the FA is far from fit for purpose for this governance role - as Tracey Crouch points out - and needs considerable reform first. Fair Game reaffirms the need for the FA to reform

ADVISORY BOARD

FairGame Initiative

Fair Game is suggesting that there are 5 key principles as to how Clubs should be run

Principle 1 - Organisational Requirements Leagues and clubs must ensure they have robust governance arrangements in place including: • A clear organisational structure with well defined, transparent and consistent lines of responsibility; • Effective processes to identify, manage, monitor and report the risks it is or might be exposed to; • Internal control mechanisms, including sound administrative and accounting procedures and effective control and safeguard arrangements; • Providing the regulator with cash flow forecasts and publish cash flow statements, in standard accounting format, with the statutory accounts.

Principle 2 - Boards and Committees Clubs and leagues must be properly constituted and be led by an effective board which has responsibility for setting a clear purpose, culture, and strategy and whose role is to: • Promote the long-term sustainability and long-term success of the club; • Generate value for fans; • Ensure the club contributes to wider community; and • Operates ensuring the long term health of football. Clubs and Leagues must ensure diverse viewpoints are considered and that its decision-making groups possess adequate collective knowledge, skills and experience to operate effectively. Club's and League's boards should be comprised of at least two independent members who have the required experience and skill sets

Principle 3 - Transparency and communication Clubs and Leagues must ensure they operate in a transparent manner and share information on their governance, structure, activities and financial position with the regulator and fans. The current requirement for EFL Clubs to consult with fans is weighted towards a minimum level of acceptability. The bar is set low. The EFL states that clubs must have at least four interactions with supporters each year, which could be as simple as newsletters. The focus should move away from tick-box towards qualitative and best practice. The regulator will ensure that best practice is highlighted and disseminated annually. Clubs should have an annual fan engagement and consultation plan in place that is approved by at least one identified constituted supporter group per club.

Principle 4: Culture & Standards The following should all be in place: • Clubs and leagues must ensure that they conduct their operations in line with its desired culture • Clubs and leagues must conduct their operations with integrity • Clubs and leagues must conduct their business with due skill, care and diligence. • Clubs and leagues must ensure that they are open and honest with the regulator Clubs and leagues must ensure that conflicts of interest of directors, owners, and senior executives are assessed, recognised and managed by the board. Where conflicts of interest are identified, clubs and leagues must ensure they are recorded appropriately and communicated to the regulator. • Clubs and leagues should establish effective policies, procedures and methods of engagement to foster and promote an inclusive and diverse culture

Principle 5: Risk & Controls Clubs and leagues must ensure appropriate procedures are in place in order to effectively identify, manage, monitor and report the risks they are or might be exposed to. Clubs should consider adopting as a minimum: • Appropriate oversight of financial planning; • Independent audit of their accounts; • Effective health and safety policies and procedures; • Effective controls, policies and safeguards to protect heritage assets • Abiding by proposals on agents (outlined below) • Mandatory relegation and promotion clauses in contracts; and • Maximum bonuses available included as part of a club's salary cap. ii) Environmental and ethical governance Clubs and leagues should agree to undertake the following by 2027: • Pay a minimum living wage to all employees (including third party contractors), Commit to a Net Zero carbon footprint operationally, including travel, stadium and training ground, food and drink provision, and third party suppliers • Commit to plastic reduction (water bottles, training equipment) and recycling • Sign up to the UN Sports for Climate Action framework and their principles

Is this initiative something that we want to sign STFC up to ? If so are we happy we do this now or at a future date ?

ADVISORY BOARD

Business Update

BY ROB ANGUS

Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Financial Update	• Debts estimated at c£4m is now estimated at £2.5m – breakdown on following page shows what is due this season exc. trade creditors • Current cashflow is c£700k in credit post September 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, Puma and others but it will take time to repay these debts	**Amber**	• Roll forward accounts/start prep for mgt accounts • Assess accuracy of historic financials
Ticketing	• Bundle Ticket plans are set to be on sale in November, 6 and 12 game packages will be available • Crowd figures and income – over c9k for last 2 home games, with home gates to date this season the highest they have been in 27 years. Just ahead of forecast (8k) but under 10k target • Ticketing initiatives for primary schools, youth football, local ethnic groups, Armed Forces and NHS progressing. Planning a combined ticket deal with the Wildcats	**On Track**	• Continue to strive for 10k attendances without large away gatherings • Plans for NHS, Armed Forces, Charity focused games
Sales & Marketing	• 3rd kit ordered and due in mid November for black Friday release. Kit for next season ordered to ensure delivery for summer 2022 • Plans for Christmas market and Santa's Grotto for games v Walsall (18 Dec). Christmas Tree selling station available from 26 Nov • Sponsorships sold well with Stadium, back of 3rd kit and Stratton Bank stand naming rights plus player sponsorships outstanding. Sponsorship revenue currently at c£500k • Robins Suite now open and fully occupied for Bradford game and will provide increasing commercial revenue opportunities • Drive for Hospitality & Catering bookings for non-matchdays and evenings for parties, Christmas events, conferences and collaboration space	**Amber**	• 3rd kit and Christmas shop plans • Outstanding sponsorships • Expand email marketing database • Drive use of County Ground for parties, conferences and events
PR & Social Media	• Major goal is to go from bottom of 92 clubs in fan engagement (last season) to top of the 92 • Will actively look at EFL Family Engagement awards • Regular content agreed with Swindon Advertiser and BBC Wiltshire • 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. Next stop USA?	**Amber**	• County Ground Uncut • 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	• Request for supporters to waive refunds are being worked through Will work with TrustSTFC in triaging the backlog and work through disputes • Issues with certain creditors and contracts • Fan behavior issues at recent games is causing concern for the Club and Police and costs for the Club – thanks to OSC for helping with Stevenage costs. Issues with c30-40 supporters giving the Club a bad name. Club trying to work with Wiltshire Police on the matter	**Amber**	• Supporter refund query responses • Work through creditor and contractual issues
Opportunities	• Roadmap for coming months including Christmas planning. • 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 • Discussions with NFT providers re potential new revenue opportunities	**Amber**	• Christmas plans / fanzones • Supporter Group engagement and support • eSports and NFTs
EFL engagement	• Continued positive engagement with EFL • EFL suggest prudent management and to be careful in early repayment of interest free loan • Strong and positive engagement with PAFC who have been very helpful and are a good example for the Club	**Amber**	• Consider when or if to repay EFL Loan
Stadium Safety & Maintenance	• Stadium repairs have been made to PA system, lighting, seats, more painting. More work required on turnstile systems, toilets, leaks etc • Checks have been made on Floodlights to ensure structurally safe, initial results suggest they are OK with some minor maintenance improvements • Safety plans have been updated and we have built up a stronger and more resilient safety team • TrustSTFC are considering supporting the Stratton Bank stand, by helping finance toilet refurbishment and open this side of the stadium	**Amber**	• Stratton Bank toilets • Don Rogers and Town End standing issues • Turnstile system work

ADVISORY BOARD

Financial Update

BY ROB ANGUS

Debts left due for 21/22 Season	Oct '21
HMRC	£684k
EFL Hardship	£175k
EFL Covid Variation Loan	£20k
Bounce Back Loan	£45k
SBC	£216k
Puma	£18k
Contractual disputes	£500K
Contractual disputes - Football	£105k
Total	**£1.76m**

ADVISORY BOARD

Legal Update

BY EDDIE PARLADORIO

Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Contracted Commitments	• 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, McGreal, Gilmartin, Jewell and Able • Every effort will be made to fight these contractual claims where possible	**On Track**	• Continued review of contracts
County Ground	• Agreed repayment plan with SBC but county court judgement unhelpful on credit worthiness of Club. Rent is being paid on time and 3rd back rent repayment made • Discussions with Trust lawyer James Maton going well, revisiting JV agreement etc for County Ground purchase. Draft valuation report received and expect final valuation report soon. SBC valuers have attended site visit at Count Ground. Expect to propose acquisition at February SBC Cabinet meeting	**On Track**	• Engagements with SBC and driving CG acquisition for Feb 2022
Review of Contracts	• Review of existing contracts with key suppliers	**On Track**	• Assessment and amendments to contractual terms as appropriate

ADVISORY BOARD

Academy Plans

BY ROB ANGUS AND CLEM MORFUNI

Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Assess Academy Quality	• Assessment of Academy facilities ongoing with aim to improve Academy and ultimately move from Category 3 to Category 2 in the longer term	**Amber**	• Review ongoing
Plans for Better Facilities	• Recruitment of additional part-time academy coaches agreed and ongoing • Investment in making County Ground 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	**Amber**	• Confirm preferred Academy facilities going forwards • Hiring of additional Academy Coaches
Safeguarding Update	• Rob and Matt Waters received EFL safeguarding training • Appointed Ben Hawkins as Head of Safeguarding & Education to help improve education provision working closely in conjunction with New College • Internal Audit of Safeguarding procedures and practice planned	**Amber**	• Continue to review and improve safeguarding standards

ADVISORY BOARD

Supporter and Community Engagement

BY ROB ANGUS

Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Memorandum of Understanding	• 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	• 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	**On Track**	• Continued school engagement and follow up plans with families who attended
STFC Women's Team	• Engagement with STWFC team with media support, engagement and support • Meeting held with Deb Dilworth of The Football Supporters Association, who is very supportive and will work with TrustSTFC on plans to promote and increase interest in women's team. • Home game v Exeter at County Ground on 31/10 played at County Ground. Need to assess pitch performance in winter months for future games	**On Track**	• Host a STWFC game at the County Ground
Disabled Supporters Facilities and Engagement	• 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	**Amber**	• Continue to engage and make active improvements to disabled supporter facilities
Fair Game Initiative	• Consider whether to sign up to the Fair Game initiative which s 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	**Amber**	• Consider if STFC should sign up to the Fair Game Initiative

ADVISORY BOARD

Official STFC OSC

BY ANTHONY REEVES

Subject	Details	Current RAG	Comments
Food Kiosks	• Is there anything the club can do to look at the price of chocolate and sweets in the food kiosks? There have ben comments they are too expensive. • Bottle Top removal- Fans are requested to remove lids off of drinks bottles. Previous reply was "Health and Safety requirement", please could the Club expand on this? • Request received for the kiosk in the Legends Lounge to be opened. OSC spoke with Chris Abrook at club and has now been opened on Matchdays	**Fan question/ Query**	
Distribution of minutes	• OSC to work with the Club to look at the possibility to provide a Infographic periodically of minutes and achievements of Advisory Board • Look at possibility of distributing minutes via email to supporters, link on Swindon Advertiser site etc. to better engage as many fans as possible • OSC to print some copies of Advisory Board minutes and make them available in Legends Lounge prior to home games for fans to read.	**Ongoing**	
Layout of Minutes	• It has been asked if a "Due Date" can be added to items on Advisory Board items?	**Fan question/ Query**	
Matchday Experience	• Concerns have been raised with queuing and crowds prior to kick off. Some surging has been witnessed with people trying to get in. • Still issues being reported around the tannoy in some areas of the County Ground • Can the club contact the opposition to invite their mascot to games, to interact with Rockin' Robin? • Can music be played in the concourses to help promote an atmosphere, as well as drink promotions?	**Fan question/ Query**	• Club working on old tannoy system, and trying to resolve any outstanding issues
Ticketing Deals	• With the possibility of "half" or "multi-game" season tickets being released, can add-ons be added on for online sales? OSC interested in including Matchday Draw sales and/or membership option as a trial	**Ongoing**	
Rockin' Robin	• Rockin' Robin has requested a changing area (possibly the old "Ball boy" room. With a shower (Or bird bath).	**Fan question/ Query**	

ADVISORY BOARD

TrustSTFC Feedback

BY STEVE MYTTON

Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
County Ground	• Positive meeting was held this month with SBC and STFC to discuss purchase timeline and valuation • Montagu Evans completed the County Ground valuation, we have received draft report and followed up with meeting to discuss the content. • SBC also completing their own valuation, and both sets of valuers will then discuss before a final purchase price is agreed. • Intention is to complete purchase in Feb/March 2022, this is a slight extension to original 2021 target but very achievable if price agreeable. • Presentation being prepared for SBC councillors meeting in November • Cooley continuing to provide excellent pro-bono support via James Maton, with support from Greg Callard of Royds Withy King.	**Feb 22 Purchase**	• Valuation to be confirmed in November
STFC 'NextGen' in Schools	• Meeting with STFC and Community Foundation planned to discuss current progress and school take up. • Trust President Mike Welsh has over 27 Swindon schools signed up to the NextGen scheme. • Online registration page needed to build up database of NextGen participants from all schools and youth football teams in the area – on hold • Player visits have now started with Lewis Ward attending but more can be done, and there should also be STFC Women representation • Follow-Up is key for 'NextGen' success and still some improvements required, all groups in discussion on this.	**Needs Registration Page & Marketing**	• Marketing materials and branding still needed, to include fixture lists, registration instructions and a display board in schools • Aim to expand outside of the Swindon area
STFC 'NextGen' In Youth Football	• Progress here is also reliant on the registration page so as per schools will continue with usual ticketing approach until resources available to support. • As with the NextGen Schools work, marketing materials required for distribution throughout the North Wilts Youth Football League (NWYFL). • Once NWYFL is operational, look to extend to other leagues and spread the NextGen network further afield.	**As Above**	• 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	• Subject to membership vote, Trust offered £30k into Stratton Bank refurb and alongside another local company who are yet to be confirmed offer a new £10 ticket to attract new/casual supporters, under name of 'The Stratton Bank Community Stand sponsored by XYZ in association with TrustSTFC' • Extensive work required that goes beyond toilets, so discussion with Advisory Board over whether this can be offered in 2021/22 season or whether it would be best to wait and consider as part of the wider County Ground development. Will gather repair costs and discuss at next meeting. • Club have suggested that tickets for this stand could be offered at a discounted rate on the proviso that they are bought in advance in line with the ticket strategy, current supporters cannot change from current stand (admin issues), no season tickets, and not available if stand required for away teams. • Board Member Stuart Woollard also met with STFC Stadium Manager Noel Jeffs to discuss Town End Safe Standing, good information for further discussion	**Discuss again when repair costs available**	• Confirm additional works required around new turnstiles, and IT infrastructure • Rail seating/safe standing to be discussed • Confirm Stratton Bank plans considering wider stadium developments plan
Shop Presence	• Proposal was for TrustSTFC to be allocated a corner of the shop, to sell Trust merchandise and give profits to club, not being adopted at this time. • Trust have ordered 700 TrustSTFC red and white scarves for Bronze, Silver and Gold members, with first batch due soon and would have liked these offered within the store for ease of collection and to drive footfall, however club felt space is limited and therefore have offered an area of the ground for Trust to use. Logistically challenging, so will need further discussion, due to numbers that will need to be collected and time that might take.	**Town End booth offered**	• Trust board need to reconsider approach as logistics for collection may be difficult • Keen to make more of Harry McKirdy & Tyreece Simpson sponsorships
Miscellaneous	• James Spencer meeting with Matt Waters at STFC to make further progress on fan engagement planning, there is also a list of fan issues being tracked • Ticket issues now being addressed by the club, and email is being sent to supporters. Triage offer by the Trust is on hold. • Limited edition unique print proposed for season ticket holders who helped to save the club, currently under consideration. • Club Museum locations were discussed (£25k pledged by one supporter, possible matched funding from English Heritage to be explored) • Trust Vision to be created (setting goals for next 5 years) • Fill the Stadium days – suggested targeting December 18th fixture, 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. • Trust Board Member Alex Pollock has offered to assist club's media manager with documented media plan and provide other support.	**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