

STFC Advisory Board
September 2021





Commitment to Fans and Culture adopting

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.
Anthony Reeves (for First Meeting)

- 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 – Clem Morfuni
- Terms of Reference - Eddie Parladorio
- Business Update, including Financials – Rob Angus
- Legal Update - Eddie Parladorio
- Academy Plans – Rob Angus & Clem Morfuni
- Supporter and Community Engagement – Rob Angus
- TrustSTFC Feedback – Steve Mytton
- OSC Feedback - Anthony Reeves
- AOB - Any Other Business
- Review Actions and agree Agenda for next meeting – All



ADVISORY BOARD

Minutes of Meeting

- 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 CM did intros and outlined the agenda of the meeting. SM noted the need to review the progress of the Advisory Board with the public commitments made by CM (all agreed that this was a good thing to do post the first few meetings)
- 2.1 EP took the Board through the Terms of Reference which were agreed at the meeting. It was noted that the Supporters Club and Trust members would be voted on annually by their committee/board of members
- 3.1 The Board then discussed how to improve fan engagement and discussed the aim to be no.1 in the Fan Engagement Index. RA took an action to contact the author and assess what we need to do to deliver against this aim. RA also agreed to share documents on the Fairgame movement which has been started by AFC Wimbledon but is growing in the number of Clubs signing up to it. **Action – RA to contact Fan Engagement Index and get details of assessment and RA to share details of Fairgame movement with the Board**
- 3.2 The Board discussed ensuring we maintain media profile and coverage working closely with local media outlets. **Action – RA & SM to work together with local media outlets to maintain and improve media profile**
- 4.1 The acquisition of the County Ground (CG) was discussed and all agreed to proceed a pace working with Swindon Borough Council (SBC) to finalise the acquisition of the ground. It was noted that SBC required an updated valuation of the ground and that STFC & the Supporters should also get their own updated valuation. SM also agreed to maintain a plan to keep momentum with the aim to complete CG acquisition by December. **Action – SM agreed to lead work on getting a new valuation for STFC & Supporters ASAP and to maintain a Plan that ensures CG acquisition by December 2021.**
- 5.1 EP covered the current position on the debentures that are held which may have been passed to Lee Power from Andrew Black and Sir Martyn Arbib. It is not understood whether the debentures have actually passed hands. It is expected that the triggers for the debentures have not yet been met. EP continues to assess the situation but (subject to seeing all the relevant documents (which have not been available so far) is confident on the ability for the Club to defend debenture claims. SM noted that as part of the CG acquisition work there is a need to review the JV and other existing documentation to ensure all parties are happy with the documents. SM also referenced that to ensure 2,300 supporters as a minimum have a share in the Ground the current view from TrustSTFC is to do this via ongoing annual membership of the Trust which ensures membership remains relevant and continual. All agreed that this seemed a good solution.
- 5.2 EP noted a number of legal disputes that he was working on for the Club. These included on a historic catering contract, a loan from Able that had been discovered which is contrary to court evidence. Also there are contractual termination payment claims from McGreal, Gilmartin and Curran, as well as payment claims from Jewell, EP is defending the Club strongly.
- 6.1 RA and CM noted that the number of creditors had reduced significantly from the c£4m known inherited position. Repayment plans have been agreed with HMRC, SBC, Puma and the EFL. It was noted that SBC have sought a County Court Judgement (CCJ) to protect their claims, which gives rise to interest and costs to the Club but relations are positive and repayment plans for outstanding rent as well as current rent are being made on time. It was agreed that RA will continue to ask SBC to 'satisfy' the CCJ given the repayment plans. It was noted that the CCJ severely impacts the credit worthiness of the Club. **Action – RA to contact SBC to assess ability to 'satisfy' CCJ**



ADVISORY BOARD

Minutes of Meeting

- 6.2 The Club noted that in respect of the EFL embargo, c£175k had been repaid as part of the agreed repayment plan. However, this is an interest free loan and whilst it places restrictions on the playing budget and transfer fees, this only lasts for 1 season while the loan is repaid over 4 years. At the moment the Club will continue with a 4 year repayment plan given the need to assess and address the financial issues at the Club.
- 6.3 RA noted that the far majority of supporters and sponsors had not requested refunds and credits which has been a massive help to the Club as we rebuild from the significant inherited financial issues and the costs of maintaining the stadium following many years of neglect. RA will work with SM and AR to ensure we commemorate this support. There remains c200 refund requests which the Club needs to start to work through and it aims to deal with all of these before the end of the year as per previous communications. It was agreed that the Club would work with the Trust to manage the refunds together. **Action – RA and SM to work together on a plan for dealing with refunds**
- 6.4 RA noted issues that the Safety Advisory Group and Stadium Safety authorities had raised with persistent standing in the ground. The Safety authorities have particular concerns with the Don Rogers stand given the ‘steepness’ of this stand with each Step above c30 degrees. RA is looking to advise supporters of these issues and try to work to an amenable conclusion that meets the needs of supporters and eases concerns of the Safety authorities who have the power to prevent or reduce supporters attending games.
- 6.5 RA explained the position with the home kit which had sold out of adult sizes. Due to the bespoke design, lateness of ordering and significant supply chain issues for Puma ordering new kit before spring 2022 is not possible. However, plans are progressing with a 3rd kit which will be available in November and the Club are working on plans for next years kit given the long timeline required for ordering.
- 6.6 The need for a clear and active PR plan between now and Christmas was discussed and RA will link the Club’s Media Manager with the Trust and Supporters Clubs to ensure as many angles as possible are covered. ZA noted some strong ideas and contacts that would support with this. **Action – RA, ZA, SM and AR to work together on PR plans**
- 6.7 ZA left the meeting to attend a hospital appointment.
- 7.1 RA & SM noted the start of an important piece of work with the Club by Mike Welsh (Trust President) and Jon Holloway (STFC Community Foundation) to engage with schools and encourage the next generation of supporters and expand the fan base. All agreed that this was an important and ongoing piece of work, DR as Club Ambassador will support actively and attended the opening events.
- 7.2 Plans for Christmas activities were also discussed with the Clubs Retail, Ticketing and Media leads discussing ideas which will be supported by the Trust and Supporters Club. A Christmas Carol service was also agreed to take place working with the Club’s Chaplain. Plans for Christmas hospital visits, a Christmas market and Christmas tree were also discussed.
- 7.3 Ticketing plans were discussed including NHS, Armed Forces, Wiltshire Air Ambulance and other charity themed match days along with discussions as to how the Trust could support the Club in getting the Stratton Bank open more regularly.
- 7.4 Plans to make improvements to the Academy were also discussed including assessing options to improve the current training facilities. DR offered help in assessing the different options and working with local sports clubs who have facilities the Club could consider. **Action – RA to work with DR on assessing facility improvements for the Academy**
- 7.5 Work to improve relations and bring the STFC womens team closer to the Club were discussed and all agreed this was a positive step. It was agreed that the Club would work with STFCW to play their fixture v Exeter City at the County Ground on the 31 October.
- 7.6 The Board agreed after a positive meeting that the key was to continue momentum after a positive start to the season on and off the pitch. The next meeting was agreed to be held on 6 October and that a page would be added to the Club’s website re updates from the Board and also FAQ from supporters.



ADVISORY BOARD

Terms of Reference

BY EDDIE PARLADORIO

- The Advisory Board aims to ensure open and transparent and regular engagement on key matters impacting STFC working with representatives from the Club, Swindon Town Supporters Trust and the Swindon Town Official Supporters Club. A former player or manager of the Club will also be represented.
- The Advisory Board will meet monthly on the first Tuesday morning of each month. Meeting will be held either in person or virtually
- The Club will provide regular business and financial updates to the Advisory Board with as much disclosure that is possible noting that certain information will be confidential to the Club
- The Club will present the Advisory Board with its plans for the strategic development of STFC and supporter and community engagement and consider feedback or proposals made by the Advisory Board
- The Advisory Board will discuss staged improvements and developments of the County Ground
- The Advisory Board will review and ensure the Memorandum of Understanding between the Club and Supporters remains relevant, progressive and agreeable
- The Advisory Board agenda will be agreed and issued in advance and minutes from the meeting will be taken and shared with attendees
- Supporters Trust and Supporters Group attendees will be elected by their board/committee every 12 months



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£4M (£1.6M trade creditors (inc SBC, Centreplate), HMRC c£1.2m, EFL (c£1m), contractual disputes c£200k and Able c£110k Axis invested c£1m in loans to date to enable payment of salaries, pensions (inc back payments), creditors and starting to back pay creditors Current cashflow is c£1.3m in credit post Axis investment, Season tickets and Sponsorship income Work ongoing to strengthen finance team and be in a position to issue management accounts Repayment plans have started 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 Strengthen finance team Assess accuracy of historic financials
Ticket Office	<ul style="list-style-type: none"> Season tickets update – c4,300. Due to credit rating online sales revenue is provided as games are played Crowd figures and income – c9.5k v Carlisle, 8.3k v Tranmere and c8.5k v Mansfield. Ahead of forecast (8k) but under 10k target New Head of Ticketing appointed – Ella Hunter-Gibbs 	On Track	<ul style="list-style-type: none"> Continue to strive for 10k attendances without large away gatherings Plans for NHS, Armed Forces, Charity focused games
Sales & Marketing	<ul style="list-style-type: none"> Shop takings have exceeded expectations c£50k to date with home kit sold out. 3rd kit being planned for mid November release. Sponsorships sold well with Stadium and stand naming rights plus player sponsorships outstanding. Interest is positive and good sponsors night Email marketing using database working well but limited to c6k for sales but c35k email database available for 3rd party marketing 	Amber	<ul style="list-style-type: none"> 3rd kit and Christmas shop plans Outstanding sponsorships Expand email marketing database – plan to work with Wilts Air Ambulance
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 Will actively look at EFL Family Engagement awards Media manager appointed – Andrew Steele-Davis Strong support from Sky Sports through Chris Hull who has really supported the Club well Working with Trust and OSC on 90-day Media/PR Plan with County Ground Uncut also due back in September 	Amber	<ul style="list-style-type: none"> County Ground Uncut Continue positive PR and media reach
Outstanding Issues	<ul style="list-style-type: none"> Supporter refunds for season tickets and tickets – c200 to work through with potential exposure estimated at c£25k Agreed at the meeting that TrustSTFC will support plans to triage the backlog and work through disputes Issues with certain creditors and contracts – Centerplate and contractual disputes 	Amber	<ul style="list-style-type: none"> Supporter refund query responses Work through creditor and contractual issues
Opportunities	<ul style="list-style-type: none"> Roadmap for coming months including Christmas planning. Supporter events – fanzones, local schools and sportclubs, diversity and inclusion group engagements 	Amber	<ul style="list-style-type: none"> Christmas plans / Regular fanzones School engagement Ethnic group engagement Supporter Group engagement and support
EFL engagement	<ul style="list-style-type: none"> Cleared number of EFL embargos – unpaid wages, lack of financial forecasts, SBC rent repayment plan, HMRC repayment plan Supported EFL investigations Building EFL engagement 	Amber	<ul style="list-style-type: none"> Consider when or if to repay EFL Loan
Stadium Safety & Maintenance	<ul style="list-style-type: none"> Stadium repairs have been made to water supply, pitch, kiosks, power, Junior Reds room, painting. Safety plans are being updated and new resources being sought TrustSTFC are considering supporting opening of the Stratton Bank stand and to help finance toilet refurbishment and open this side of the stadium 	Amber	<ul style="list-style-type: none"> Stratton Bank toilets Don Rogers and Town End standing issues Safety team recruitment



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 looking at a number of the contracts signed in the past and checking whether they are enforceable and appropriate including McGreal, Gilmartin, Curran and Able	On Track	<ul style="list-style-type: none">Continued review of contracts
County Ground	<ul style="list-style-type: none">Agreed repayment plan with SBC but county court judgement unhelpfulDiscussions with James Maton, revisiting JV agreement etc for County Ground purchase	On Track	<ul style="list-style-type: none">Checking accuracy of repayment plansEngagements with SBC and Eady Trustees
Review of Contracts	<ul style="list-style-type: none">Review of existing contracts with key suppliers	On Track	<ul style="list-style-type: none">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
Academy Funding Plan	<ul style="list-style-type: none">Academy funding plan submitted to ensure that EFL Academy funding is received.	Done	
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 to complete
Plans for Better Facilities	<ul style="list-style-type: none">Assessment of current facilities shows they are inadequateAssessment of alternative options are underway	Amber	<ul style="list-style-type: none">Confirm preferred Academy facilities going forwards



ADVISORY BOARD

Supporter and Community Engagement

BY ROB ANGUS

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 engagement	<ul style="list-style-type: none"> Working with Mike Welsh, Honorary President of TrustSTFC, along with Jon Holloway of the Community Foundation on school engagement. This has started with c500 tickets being given away to families of primary school children around the area for the home game v Port Vale. PR Launch is at Goddard Park school on 9th September, with Club Ambassador Don Rogers attending on behalf of the club. Future plans and enhancements being worked through led by TrustSTFC and the Community Foundation. 	On Track	<ul style="list-style-type: none"> Continued school engagement and follow up plans with families who attended
League engagement	<ul style="list-style-type: none"> Working with TrustSTFC, Community Foundation and North Wilts Youth Football League to attract next generation of supporters through the extensive network of families and young footballers. PR Launch event is on Saturday 11th September, with Rob and Clem attending on behalf of the club, completing a facilities tour and doing a Q&A. Free tickets being given out for Port Vale and following home match. 	On Track	<ul style="list-style-type: none"> Need to establish contact with other Youth League organisations
STFC Women's Team	<ul style="list-style-type: none"> 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. 	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 Damage to Disabled Supporters Club coverings after Mansfield game fixed Working with Disabled Supporters Clubs, EFL and FSA on issues identified at Stevenage game 	Amber	<ul style="list-style-type: none"> Continue to engage and make active improvements to disabled supporter facilities



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"> Joint Venture document has been updated in light of ownership change, currently under review Following consultation with Sporting Assets, have concluded that Community Shares will now be replaced by an annual £19.69 share scheme, in order to maintain voting audience and satisfy compliance. Ensures an active and engaged ownership of the Stadium from fans perspective. Cooley continuing to provide excellent pro-bono support via James Maton, with support from Greg Callard of Royds Withy King 	Target Date At Risk	<ul style="list-style-type: none"> Legal info requested to address risks Seeking further assurances from SBC Valuation to be confirmed
STFC in Schools	<ul style="list-style-type: none"> Aim is to attract the next generation of Swindon Town fans through extensive School network Mike Welsh (Trust President) working with STFC and Community Foundation, Press launch on Thursday 9th September at Goddard Park school Other schools will also receive tickets, distributing from 6th September onwards Press release to incorporate the collaborative schools ticket initiative between the club, TrustSTFC and the Community Foundation. 	Launch On Track	<ul style="list-style-type: none"> 250 tickets a week at the moment Follow-up is key, discounted tickets discussed Education about STFC an option Need to discuss onward plans
STFC in Youth Football	<ul style="list-style-type: none"> Aim is to attract the next generation of Swindon Town fans through extensive School network Proposed launch of another collaborative ticket initiative in Youth Football this Saturday 11th September at Highworth Town Juniors Craig Gorton of North Wilts Youth Football League in attendance, along with Community Foundation representatives Highworth Town Juniors have 32 teams (26 boys, 6 girls) and 'Ability Counts' U13/17 & Adult Trust happy to fund footballs/shirts for signing and presentation to clubs 	Proposed	<ul style="list-style-type: none"> Signed shirt to be sourced by Saturday
Stratton Bank Sponsorship	<ul style="list-style-type: none"> £30k Stratton Bank investment to support toilet refurb and opening of stand. Additional match sponsorships also proposed. Stand would be made available at £10 a ticket (for this season, trial basis), under 11s go free and maybe £1-£2 for under 18s? No season ticket option, purely a budget stand used to attract new/casual supporters When away fans bring extra supporters (Bristol Rovers etc), not available 	Proposed	<ul style="list-style-type: none"> Will need Trust board approval on 9th September board meeting and will need to consult membership First budget match will be dependent on toilet improvement work
Shop Presence	<ul style="list-style-type: none"> Proposal was for TrustSTFC and OSC to be allocated a corner of the shop, will need to seek feedback from STFC retail team TrustSTFC Membership rewards to be collected and shown at till, with name crossed off list Other items potentially created by TrustSTFC to be provided Free of Charge for sale by Club as revenue generator e.g., Posters/Prints, T-Shirts, Mugs etc 	Proposed	<ul style="list-style-type: none"> Will need time to gather stock for sale/collection
Legacy Issues	<ul style="list-style-type: none"> Plans to address TrustSTFC Feedback Summary From Fans, raised issue internally and club will be coming back shortly to confirm everything resolved Season Ticket issues triage service to be provided by TrustSTFC if supporters approve of details being passed on Match programme availability updates provided 	Ongoing	
Miscellaneous / Future Plans	<ul style="list-style-type: none"> Club to explore options to hit 6K Target, TrustSTFC proposed Half-Season and Quarter-Season options to help reach target of 6k regular supporters 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 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 Womens Section proposed for official site, along with Diversity & Inclusion section 	Ongoing	<ul style="list-style-type: none"> Need to continually review MOU and ensure we are on-track with promises made



ADVISORY BOARD

AOB, Review Actions and Agree Next Agenda

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