



ADVISORY BOARD

May 2023

INTRODUCTION

Dear Supporters,

As we come to the end of a challenging season, I wanted to take a moment to express heartfelt gratitude to all of you that have given us your support in the recent difficult months. Be that through vocal encouragement on a match day, or through the purchase of a new season ticket – it's all appreciated.

Despite a tough 2023, I want to reassure you that the club staff continue to work tirelessly to ensure that we make progress on multiple fronts and I'm confident we are heading in the right direction despite a bumpy start to the year. We acknowledge that mistakes were made on the football recruitment side and as you will have seen, we took swift action to rectify the situation and ensure that we are in a better position to hit the ground running next season.

I'm pleased to report that season ticket sales are now close to 3,500 and still growing, a testament to your loyalty and dedication for our beloved club. We are also proud to note that we have made significant strides in other areas, thanks to the hard work and commitment of our staff, players, and volunteers – you can read more about this through this month's report.

Moreover, we are delighted to continue working closely with our JV partners TrustSTFC, who have been engaging with supporters this past month through a County Ground survey that will ensure supporters voices are heard. Going forward, we will continue to join forces and ensure that supporters and club are working closely together as we seek to achieve greater success.

As you read through this monthly Advisory Board report, you will see that we still need your unwavering support in order to get this club fully on track. Foundations are being built and with your help, we can continue to make progress and eventually achieve great things for Swindon Town Football Club.

Thank you again, and we look forward to seeing you at the club soon. COYR.

Rob Angus, Chief Executive.

KEY HIGHLIGHTS OF MAY 2023 MEETING

- Season Ticket sales now at c3.5k as we look to exceed the 5k+ we had for 22/23 season
- TrustSTFC have surveyed voting shareholders for County Ground development ideas with over 600 responses
- Positive Safeguarding audit for STFC Academy
- Pre-season planning for STFC and STWFC well underway ahead of 23/24 season
- TrustSTFC to prepare proposals for Club to consider joining the Fair Game initiative
- OSC working with the Club on a 92/93 Hall of Fame inductee dinner on 22 June
- STFC Business Group have agreed a record deal for the back of the shirt sponsorship for STWFC
- Supporters Q&As

THIS MONTH'S MEETING

Date & Time: Tuesday 9 May 2023, 9am-11am

Attendees:

- Clem Morfuni – Chairman, STFC
- Rob Angus - Chief Executive, STFC
- Don Rogers – STFC Club Ambassador
- Mandie Coe - STFC Women
- Jon Holloway - STFC Foundation
- James Spencer – TrustSTFC
- Andy Cousens - Official Supporters Club
- David Coe - Sponsors Representative

Agenda:

- Introduction and Welcome
- Review of Advisory Board Notes
- Swindon Town Women's Update
- Supporters Trust and OSC Updates
- Supporters Q&A
- Review of new action Items for this month
- Close

MONTHLY FINANCIAL UPDATE

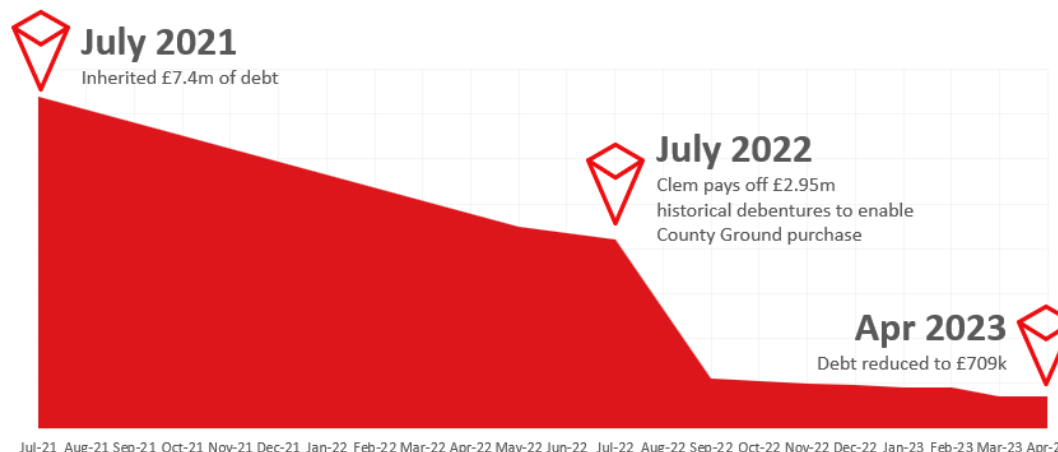
Every month a full assessment of the finances will be provided, with as much transparency as possible.

You can see we are still managing the legacy debts, albeit more slowly with a reduction this month of the EFL covid loan.

In addition to the historic debt we have another challenge in the form of an aging stadium which has not been invested in for decades. This is starting to take its toll and there is a big investment in maintaining the stadium this summer. The fact that we can now use some of what would have been paid in rent to Swindon Council to cover some of these costs is very helpful and illustrates the positive impact of the purchase of the County Ground and how we can work together with our supporters for the long term benefit of our football club.

We are continuing to do what we can to increase revenue and reduce costs so that we make our football club financially sustainable in the long term and ensure that Clem's investment can be put towards improvements in our infrastructure - whether that is the development of the ground or better facilities for our first team, Academy and/or STWFC. Having a sustainable football club is key to ensuring our future success and with tighter rules on financial fair play coming our way, your continued support in buying season tickets, match day tickets and merchandise is going to be key as we look to drive a competitive edge which will help take us up the leagues.

I know it's been a frustrating season, but we still need your ongoing support if we are to get this club back to where it should be.



Note: Chairman Clem Morfuni has to-date injected c£5.8m into Swindon Town, to help stabilise the club finances.

The accounts will reflect that this is owed back to him, however no interest will be due, and there is no timeframe for repayment.

External Debt	Jul 21	May 22	Jul 22	Sep 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23
Debenture	£2.95m	£2.95m	£2.95m	£0	£0	£0	£0	£0	£0	£0
HMRC	£1.46m	£158k	£0	£0	£0	£0	£0	£0	£0	£0
EFL Hardship	£1.04m	£690k	£690k	£515k	£515k	£515k	£465k	£465k	£465k	£465k
EFL Covid Loan	£119k	£79k	£79k	£79k	£60k	£60k	£60k	£60k	£60k	£41k
Bounce Back Loan	£50k	£41k	£39k	£35k	£35k	£35k	£35k	£35k	£34k	£34k
SBC	£370k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£0	£0
Puma (Aged)	£190k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Contractual Disputes	£570k	£450k	£350k	£350k	£250k	£210k	£210k	£190k	£150k	£150k
Football Contract Disputes	£130k	£40k	£40k	£40k	£30k	£30k	£30k	£20k	£20k	£20k
Trade Creditors (Aged)	£432k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Football Debtors (Aged)	£120k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£7.4m	£4.5m	£4.2m	£1.1m	£1m	£970k	£920k	£890k	£730k	£709k

GENERAL BUSINESS

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p>Ticketing Commentary around attendances for the past month, along with details on season ticket sales, ticketing initiatives for schools and youth football clubs and iFollow.</p>	<ul style="list-style-type: none"> • Average attendance finished at c9k which is good support given a more challenging season on the pitch • C3.5k season ticket sales to date. Payment options via Bank Transfer, Card payments in shop or over the phone and V12 financing. First phase reduced renewal rate extended due to delays in V12 financing being available now closes at end of May. • Club ticket office working with Trust team to implement improvements to current email marketing • c250 tickets are being given out to youth football clubs and primary schools every match with the support of Trust STFC and our wonderful Community Foundation. More media support will be invested in this initiative next season • iFollow is an important revenue stream for the Club which drives monies straight to us. We had 422 people streaming for our game v Tranmere, 49 for Barrow, 242 for Bradford, and 93 for Wimbledon. Thank you to all those who support us via iFollow the monies do come to the Club and get re-invested. 	<ul style="list-style-type: none"> • Club to produce a press release setting out how to follow from overseas and look to target overseas supporters including those based in Australian and USA markets where currently the majority of overseas support is situated.
<p>Sales & Marketing Summary of activities and current results. Our hospitality packages are very popular and we get tremendous feedback, however we are always looking to drive further use of the County Ground for parties, conferences and events. The retail store has also had a lot of investment in the past year, but we are always looking to improve.</p>	<ul style="list-style-type: none"> • Retail sales now underway in store and online. 22/23 kits now discounted by 50%, contact store@swindontownfc.co.uk for further details. • Club, Trust and OSC to do further work on plans to celebrate 1962/63 and 1992/93 promotion seasons • Club to provide an STFC Business Directory and Diary of Events for Sponsors/Partners • Commercial and partnership opportunities are still available from larger to smaller including – stadium sponsorship, community ticketing initiative, and social media along with sponsorship opportunities for STFC Women, STFC Academy and STFC Foundation. Contact James for details james@swindontownfc.co.uk • Conferencing & Catering bookings for non-matchdays and evenings is getting a further push with much space available for conferences, collaboration meeting space and parties and events. Hospitality packages for 1879 and Robins suite are pretty much sold out for the season with limited availability on some matches available with Sales Manager, Rachel Burt ready to take further bookings rachel@swindontownfc.co.uk 	
<p>PR & Social Media Helps the club to maintain a positive image, engage with fans, and reach a wider audience.</p>	<ul style="list-style-type: none"> • The Fan Engagement Index results were published, with Swindon Town being the biggest risers of the 92 clubs across England's top four divisions. We moved off the bottom of the standings and up 72 places to 20th https://www.swindontownfc.co.uk/news/2023/march/robins-biggest-risers-in-latest-fan-engagement-index • OSC, Trust and Club to review to see what more can be done to raise our position in the index 	
<p>Fan Behaviour Positive behavior can enhance the club's reputation and create a welcoming environment, while negative behavior can result in fines and disqualification from competitions. It's vital that we promote positive fan conduct for a safe and enjoyable experience.</p>	<ul style="list-style-type: none"> • EFL have issued fan behavior guidelines with automatic bans for pitch invasions and pyrotechnic usage. They are pushing this message hard across their communication channels and via all clubs, and anyone found using or holding pyros will be have to be banned from the stadium in line with EFL rules. • There have been a number of recent reports of poor behaviour in the Town End with children being injured in goal celebrations. Club need to assess impact and risks to those attending and will recommend and manage the situation to ensure no children are in areas where they could be harmed. The Club will continue to review the situation in the Town End and take action to ensure safety of those attending. • The FA have written to the Club and warned us of poor fan behaviour due to the issues noted above and have warned the Club fines are coming. 	

THE COUNTY GROUND STADIUM

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p>The County Ground Stadium Custodians Ltd The stadium purchase completed on 24 March 2023 and it's great that the club and supporters now own the County Ground, thanks to the generous legacy left by Nigel Eady. Supporters can play a part by purchasing a voting share for £19.69 a year www.votingshare.com</p>	<ul style="list-style-type: none"> • TrustSTFC surveyed voting shareholders for County Ground development ideas in April. • The County Ground Joint Venture board is currently being formally appointed with representatives from STFC, TrustSTFC and the Eady Trust. Further information will soon be shared with supporters via TrustSTFC. • The first full Joint Venture board meeting is expected by end of May. 	
<p>Stadium, Health & Safety & Maintenance We all know the stadium needs significant work and investment, and following the recent purchase by the Joint Venture, safety and maintenance is an immediate priority area. We need to guarantee a safe and enjoyable environment and ensure the protection of players, staff, and fans.</p>	<ul style="list-style-type: none"> • We inherited an aging and neglected stadium and numerous issues have recently been identified. Club is working on a priority list of issues to rectify which will lead to a comprehensive set of repairs to be carried out in Summer 2023 • A health and safety regular meeting set up to review issues and act on issues as they arise. • A priority list of infrastructure investments is being pulled together and will be discussed with the JV to agree priorities as we look to update core infrastructure around the stadium • As part of our Joint Venture we are looking to establish a County Ground Community Network: If there are supporters who would like to get involved in future stadium work, please send your details via email to info@truststfc.com • Electricians, plumbers, builders and other skilled trades people would be appreciated, the club also requires Doctors for Crowd and Team on match day, and trained First aiders 	
<p>Sustainability Environmental sustainability is becoming increasingly essential for our football club. By implementing eco-friendly practices, we can reduce our carbon footprint, enhance our reputation, and attract environmentally conscious supporters and sponsors.</p>	<ul style="list-style-type: none"> • With Michael Doughty now announced as Chief Sustainability Officer, the Club is working with the OSC and Trust to drive improvements to its environmental footprint and be a leading light in sustainability. • The Trust and Sir Tom Broadbent lounge funded a recycling bin that is available for use near the club shop. Through this, supporters can recycle old pairs of trainers through Michael's company Hylo. New signage due to be put up highlighting this. • Expecting Sustainability Strategy to be delivered by the end of May 2023. 	

LEGAL UPDATE

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p>Contracted Commitments</p> <p>The club is continuing to look at several contracts signed in the past and checking whether they are enforceable and appropriate. Every effort will be made to fight these contractual claims where possible. Outstanding items include Centerplate, DPDS (legal costs), HMRC (historic issues with Covid claims), Energy Bill, historic lease and Mercedes issue.</p>	<ul style="list-style-type: none">• Centerplate has taken over the Winding up petition, in respect of an old outstanding debt from outsourcing catering. Winding up petition was dismissed with Club putting what it feels due into a Solicitors account ahead of finalising this dispute.	<ul style="list-style-type: none">• DPDS legal issue has now been agreed.
<p>Football Association Investigation</p> <p>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 now being run in an open, transparent and proper manner.</p>	<ul style="list-style-type: none">• The Club has now made its submissions to the FA and awaits further dialogue from the FA. We understand other parties are looking to defer any hearing until after the Standing v Power case has been heard.	

ACADEMY PLANS

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p>Assess Academy Quality A high-quality academy is essential for the future success of our club. It provides a cost-effective way to develop homegrown talent and builds a strong team foundation for long-term success.</p>	<ul style="list-style-type: none"> • Thanks to Coles Scaffolding for improvements to training ground, re analysis towers and shooting nets. • Academy Technical Board held in January 2023 to assess player pathways. • Second year scholar decisions have now been taken. • Links being built with non-league teams from Hereford, Chippenham, Melksham, Wantage Town, Highworth Town, Harrow Borough, Northleigh and others to ensure Academy players get men's football experience. 	
<p>Plans for Better Facilities Improved facilities including training, equipment, coaching, and community outreach, can attract top talent, enhance player development, and build positive relationships.</p>	<ul style="list-style-type: none"> • New Academy physios and casual therapists and coaches. • Working to ensure there are better facilities for the Academy on an ongoing basis. • Successfully recruited new Head of Player Care 	
<p>Safeguarding Update Crucial activity as it protects player welfare, upholds the club's reputation, helps us meet legal obligations, promotes positive player development, fulfills the club's duty of care, and cultivates a positive team culture.</p>	<ul style="list-style-type: none"> • Barnardo's Safeguarding audit went well, some actions required to continue the improvement in standards • Club also working on Matchday Safeguarding improvements • Zero new concerns raised over the month • Non-Academy staff to be assigned new High Speed Training course for CPD • Foundation Staff also assigned High Speed Training • Designated Safeguarding Officer (DSO) to meet with Shane Hewlett from the Community Foundation again for next month to continue this joined up approach. • DSO has meet with SBC Fostering Team to discuss Host Families and support for the club. Also discussed the creation of a Safeguarding Committee for the club to include external agencies for a joined up approach 	
<p>Equality, Diversity, and Inclusion (ED&I) ED&I is essential in the academy as it promotes inclusivity, attracts talent, creates a positive team culture, provides education, fulfills social responsibility, ensures legal compliance, promotes fairness, and creates a level playing field.</p>	<ul style="list-style-type: none"> • Had meeting with the EFL to discuss ED&I plan. Now need to review and update ED&I plans • Jo Archer from Archers Recruitment, who is an ED&I expert has kindly offered to support 	

SWINDON TOWN WOMEN

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p>Swindon Town WFC Integration Integrating the women's football team into our football club promotes gender equality, increases visibility and profile of the club and women's football, creates a stronger club community, and leads to improvements in player development and recruitment.</p>	<ul style="list-style-type: none"> • All functions now controlled by club. New structure agreed with previous committee and roles filled. • Mike Cook (Head Coach) to review existing players and recruit over close season. • Most coaching roles have been filled, two assistant coaches and physiotherapist role still to be recruited. • Regular monthly meetings for back office and coaching teams planned to improve communication channels and agree strategic plan going forward. First meetings to be held this month. • Recruitment days to be held with new potential players over summer including presenting to both players and parents (U18's) our plans for the future. • On-going development of strategic plan, positioning Swindon Town WFC as a leading-light for women's football in the region. Within the strategic plan, considerations for player & coach support, with the aim of strengthening resources across all areas of the women's club 	<ul style="list-style-type: none"> • Meeting with Clem for Mandie, Mike Cook, Tom Hartley and Rob to update on plans for 23/24 season
<p>Foundation Park and County Ground Fixtures Playing in or near the stadium boosts prestige, attracts fans, increases revenue, and promotes equality.</p>	<ul style="list-style-type: none"> • Recruitment campaign for new volunteers to take place over closed season for CG/Foundation fixtures. • Campaign to increase season tickets sales over closed season. • Preseason friendlies/trial days in discussion. • Discussions with Community Foundation and Football Foundation to understand what is required for future-proofing Foundation Park to meet T3 and T4 ground regulations and enable it as a permanent home for STWFC. • Agreement made to hold at least five fixtures at the County Ground in season 2023/2024. 	
<p>Office Space & County Ground Facilities Providing the women's team with dedicated office space is important as it helps to establish the women's team as an integral part of the club, and it also helps to foster a sense of community and collaboration between the men's and women's teams.</p>	<ul style="list-style-type: none"> • On-going discussions with STFC departments to agree on appropriate space, time and facilities for performance support (gym use & analysis) for women's team • Agreement made to use Arkells Stand, Legends Lounge & Town End Kiosks for future CG matches. • Office space is being utilised at the County Ground by STWFC. 	
<p>Sponsorship Opportunities Sponsorship can help to cover the costs of things like training facilities, equipment, travel, and accommodation. Additionally, it can help to provide the women's team with exposure and visibility, which can help to attract fans and grow the sport.</p>	<ul style="list-style-type: none"> • Scoping of current sponsorship commitments held by STWFC. • Identification of sponsorship opportunities for 2023/24 season and across long term future. 	
<p>Long Term Strategy Our long-term strategy can help to ensure that the team has the necessary resources and support to compete at the highest level, attract talented players, and build a fan base.</p>	<ul style="list-style-type: none"> • Development of one and three year plans to support the development of STWFC, providing financial stability and long term support for the club • Plan for promotion next year and in 5 years to get to the Championship • Work with departments across the club to highlight areas of opportunity for growth for STWFC, establishing the club and securing it's long term future • Finalising plans with Community Foundation for agreed player pathway 	<ul style="list-style-type: none"> • Work with OSC, Trust and Foundation on outreach with Youth football teams • MC to discuss support for STWFC with OSC and Trust • MC discussing approaches with other Women's Football teams to get new ideas

SUPPORTERS' TRUST



Topic	Latest Update	New Actions noted from Meeting
<p>The County Ground The stadium purchase completed on 24 March 2023 and it's great that the club and supporters now own the County Ground, thanks to the generous legacy left by Nigel Eady. Supporters can play a part by purchasing a voting share for £19.69 a year www.votingshare.com www.truststfc.com</p>	<ul style="list-style-type: none"> We now have approximately 1500 voting share members. 'Stadium Transformation' Programme Charter created, and first phase plans shared for discussion within the JV. First JV board meeting being arranged for end of May and further comms planned with shareholders thereafter. Survey on County Ground redevelopment and priorities went to Trust Voting shareholders, we had 608 responses, and the feedback will be collated and discussed within the JV, we will also share more details with shareholders. 	
<p>Swindon Town Football Club Museum A new charity dedicated to preserving the history and heritage of our beloved football club. Our mission is simple: to create a space where fans and visitors alike can explore the rich history of Swindon Town, from its earliest days to its most recent triumphs.</p>	<ul style="list-style-type: none"> Still seeking longer term cost-effective secure storage facilities and would welcome suggestions from supporters. Steve Trowbridge has kindly offered office space where we can store small items in the interim. Following a suggestion from Dick Mattick we are holding a launch evening on Thursday June 15th in the 1879 suite. We are currently working on the list of invitees which will include local dignitaries, past players, potential sponsors and media. John Trollope has agreed to be honorary president. Following Keith Coatsworth and Paul Hedges appearing as guests on the OSC "On The Sofa" on May 1st we have received a small number of people offering to be volunteers and also a potential new female Trustee. Early version of the website was launched, includes the club's historical timeline – www.stfcmuseum.org 	
<p>Environment & Sustainability Promoting social responsibility and sustainability in order to set an example for supporters and the wider community.</p>	<ul style="list-style-type: none"> Great to see electric charging points introduced in the CG car park. Chris Van Roon and Alex from OSC set to meet with Michael Doughty around mid-May, awaiting confirmation. Bid to the GWR Community Fund to be submitted for monies towards a small project, deadline 23 May. Photo to be organised with STFC Foundation in front of Hylo trainer recycling bin. 	
<p>Fan Engagement Encouraging supporters to participate actively and generate more noise in the stadium.</p>	<ul style="list-style-type: none"> Results from over 400 fans responses to the CG atmosphere improvements survey has been reviewed and meeting to now occur with working group which included club, Trust, OSC and STBL – to be arranged w/c 15th May. Survey gone out on potential singing sections at the CG and have had over 250 responses, now working through results and will present these to working group w/c 15th May to agree next steps/what we do. 	<ul style="list-style-type: none"> Action plan from surveys to be agreed with working group to look at improvements to CG atmosphere. Trust keen to look at PA improvements at Stadium.
<p>Other Items Fair Game, Statue, NextGen, STFC Women, Diversity & Inclusion</p>	<ul style="list-style-type: none"> Trust met with Ian Bridges from Fair Game and would like to discuss this at the Advisory board meeting with regards to working with the club on improving football governance at the club. There may be significant benefit in future. Don Rogers Statue - Our sculptor Alan Herriot is working on getting a good facial likeness. Sent video and photographs up to support, but it's a continual process of sharing progress photos back and forth to help get it right. Alan was also busy this month with the unveiling of his recent statue for Manchester United. https://twitter.com/ManUtd/status/1653808158081417216?s=20 This has been very well received by fans and club legends. Trust and Club have also worked together to support the SwinDog Big Art Trail, which is a Julia's House Charity initiative. 'Dog Rogers' sculpture will be at the County Ground over the summer, outside the Shop. Diversity and Inclusion: Bazil Solomon working with the Polish Community Centre, STFC & many others to host a King Charles III Coronation Community Day Lunch. Also working with lots of others like Wiltshire Police, FA, local mums and youth to hosts a Football game to inspire youth and offer Football as a way out of gangs. NextGen - Trust keen to encourage more children to attend matches at the County Ground next season. STFC Women – Still providing financial support for the Women's team. 	<ul style="list-style-type: none"> Trust to put together a proposal for STFC to join the Fair Game initiative.

OFFICIAL SUPPORTERS CLUB



Topic	Latest Update	New Actions noted from Meeting
End of Season Presentation Dinner.	<ul style="list-style-type: none"> • Held on 3rd May 2023, well attended and good feedback on the night. • Review meeting to be held and feedback to be asked formally from attendees. • Excellent attendance/participation by Players and Management, players in their 'uniform' was well received. • Raffle made nearly £600 for charity of the year, Darby Rimmer Foundation. 	
Fans Forum	<ul style="list-style-type: none"> • Arranged for Wednesday 17th May 2023 now postponed, post this meeting, to start of the next season 	<ul style="list-style-type: none"> • Forum to be postponed due to Clem's Australian workload and desire to attend in person. Re-arranged for start of the season which also gives Mike Flynn a chance to have produced his plans for 23/24 season. • Advisory Board meets EFL requirement to meet and engage with supporters
Hall of Fame	<ul style="list-style-type: none"> • Working with Club/Trust on arranging event to inducting additional players from 92/93 squad. • Eight players proposed: Micky Hazard, Martin Ling, David Kerslake, Kevin Horlock, Ross MacLaren, Craig Maskell, Nick Summerbee and David Mitchell. All contacted except Ross Maclaren and Craig Maskell. No response from Kevin Horlock as yet. 	<ul style="list-style-type: none"> • Dinner set for Thursday 22 June. • OSC and Club working together to arrange.
OSC Membership included in Season Ticket Package	<ul style="list-style-type: none"> • Seeking confirmation of what information is available to the OSC from the club database. • Working with SAS Travel on way to 'share' data for application of discounts. 	
Other Items Affiliate/Supporters Groups Charity of the Year – Darby Rimmer Foundation Book (sensory) Junior Reds Fan Zone STWFC	<ul style="list-style-type: none"> • Continue to work on affiliate and supporters' groups – USA, local Oxon & Berkshire. Next get together of Marlborough/Pewsey/Devizes Group to be 15th May 2023 at Devizes Town FC. • Current amount is TBC – Cricket Club End of Season Barbecue Raffle, Book Sale and End of Season Presentation Dinner Raffle. • Book (funded by OSC) being printed and launch to be set up. • Working with the Club to restart the Junior Reds. • Fan Zone – meeting held on way forward. • Looking at initiatives to help with attendances, volunteers etc. 	<ul style="list-style-type: none"> • OSC will support the Club on pushing iFollow overseas season tickets and digital programme sales both of which allow supporters overseas to back the Club • Paul Ovenden, Kiosk Manager sharing Fan Zone options for all to assess • Children's book for those with sensory needs is ready to go with thanks to Caroline Lane in her support of this project

COMMUNITY FOUNDATION & SPONSORS

Topic	Latest Update	New Actions noted from Meeting
<p>Community Foundation The club's separate STFC Community Foundation (a registered charity) that does amazing work in our local community.</p>	<ul style="list-style-type: none"> • Our latest group of male and female Football Fans in Training cohorts graduated from the course with John Trollope presenting the certificates before the final first team match of the season. The 24 men collectively lost just over 206kg in the 12 weeks which is a huge achievement. • On the weekend of the 20th & 21st May we are hosting our annual Football Festival & Tournament on the County Ground pitch. This festival weekend is fundraising to support our Zambia project and is open to all grass roots clubs with age groups from U7 – U12 for boys and U12's –U14's for girls. • There has been a delay with the handover of the Nigel Eady Covered facility which has been initially put back two weeks. However, the new car park works will start on Tuesday 9th May and will take 4-6 weeks to complete. There will be no participant parking at Foundation Park during this time and all user groups have been informed to find alternative parking. • The grand opening of the Covered Facility has been booked in for Wednesday 12th July, when John Carter and Gary Herbert from the Nigel Eady Trust will cut the ribbon and formally open the facility. • The May school holiday courses are fully sold out and we are now taking bookings for the 5 weeks of the school summer holidays. • We have recently signed a new agreement with Barnardo's to continue delivering the successful in-schools programme 'Project Me'. This programme is focused on supporting children suffering with mild to moderate mental health issues. • We are starting to fundraise for a new minibus to support our community delivery. 	
<p>STFC Sponsors The Club is keen to ensure Sponsors and Partners have a voice at our Advisory Board and with the formation of the STFC Business Group we have a group of dedicated and interested sponsors to provide feedback and support to the STFC community</p>	<ul style="list-style-type: none"> • STFC Business Group have agreed a record sponsorship deal sponsoring the back of the STWFC shirts • Hospitality cost increases for 23/24 season discussed with STFC business group with feedback that rises are reasonable given inflationary pressures. Quality of food needs to be maintained • Feedback provided on sponsors evening which will be used to make improvements going forwards • Need to assess dress code in 1879 suite so Sponsors feel comfortable taking their clients to games • STFC Business Group looking at a number of areas to support from STFC Museum, STFC Sensory Room, STWFC and encouraging more children and grass roots teams to games • STFC Business Group looking at an exclusive Sporting Dinner and Golf event. 	<ul style="list-style-type: none"> • Next meeting Thursday 18 May.

SUPPORTERS Q&A

Question	Answer
<p>Given that Zav Austin is no longer to be Vice Chair, but will “continue to attend on match days”, how does this impact the Karachi FC initiative? And can you please be clear WHY the club is no longer planning for him to be VC? Zav was very transparent in his interview with the OSC that he had a legal issue when he was younger. Is this the reason?</p>	<ul style="list-style-type: none"> • The Karachi work was initiated by Zav Austin in a purely voluntary capacity. He is not the Vice-Chairman. He does not hold any position of influence within the club and does not receive a salary. • The Pakistan arrangement is aimed at attracting and developing talent, and we have seen some minor benefit from that in terms of our coaches getting international experience, but it is not a major part of our plans going forward. Zav’s voluntary work may well continue but it is not funded by the club. • The MOU with the Foreign and Commonwealth Office simply lays out a basic framework for how players can be brought into the club through official and above-board channels, which is crucial as we are committed to doing things the right way. It was not signed by Zav as he does not work for Swindon Town, but obviously he has built bridges between STFC and relevant officials.
<p>Asked previously about due diligence before appointing Jody Morris, considering his criminal record, not a fit and proper person to be the manager. Now that this will be the 4th Manager in two years what assurances can the club offer that they will appoint a fit and proper person?</p>	<ul style="list-style-type: none"> • For our next appointment we have brought in a successful and experienced league two manager in Michael Flynn.
<p>What are the club's plans/strategy/currently doing to ensure and promote inclusivity of the LGBT+ fans are welcomed.</p>	<ul style="list-style-type: none"> • We continue to work with both the OSC and the Trust who have inclusivity on their respective agendas. Any supporters who are keen to get involved and push forward this area are encouraged to get in touch with those groups. Independently we are following EFL guidance around this and we are 100% committed to welcoming everyone to a very inclusive County Ground. • The OSC have a LGBTQ+ Group they are looking to push and keen to encourage more members
<p>With STFC having taken over the carpark will they grant 30 mins free parking so that customers to the Club Shop / Ticket Office during the week can make purchase without another charge on them? Will the Club also allow away supporters travelling on SAS coaches free parking on Away Match days – currently this can add £4 to our journey. Could be done by SAS being given vouchers to issue on the day to car owners to put in their car windows.</p>	<ul style="list-style-type: none"> • Over the summer we will refine and clarify the car park offering, by working with our partners MI Permit. • Thanks for the suggestion regarding away fans, we will discuss this with the OSC and SAS Travel.
<p>Are there any plans to appoint a Director of Football, or a ‘football person’ to the Board of Directors?”</p>	<ul style="list-style-type: none"> • You will see announcements soon in relation to the vacant Football roles and as mentioned in other areas of this report, we are moving to a more conventional Manager type role as can be seen with the appointment of Mike Flynn.
<p>When is the county ground development starting and what is first to do ?</p>	<ul style="list-style-type: none"> • We have our first JV board meeting with TrustSTFC and Nigel Eady Trust representatives later this month. We will consider feedback from the recent shareholders survey and release a 2023 business plan via Trust communication channels.
<p>Similar to my last question when are the club going to improve the communication with fans over the items that matter on the footballing side. I’d also like to know why there appear to be so many gaps in roles across the club from an operational level as many have left without any replacements coming in.</p>	<ul style="list-style-type: none"> • As mentioned already, we have taken decisive action on the football side and will soon have a new manager in place who will be responsible for forming a new and improved football strategy. We will share further details on those plans through regular interviews on not only our own STFC website, but also on OSC ‘On the Sofa’ sessions and future fans forums.

SUPPORTERS Q&A

Question	Answer
<p>Please could you ask whether a similar system to the one trialled at Leyton Orient this year (SwipeStation- more details here - https://www.leytonorient.com/news/2023/april/28/swipestation-get-served-in-5-minutes/) could be considered at Swindon next season?</p> <p>Frequently the queues mean you either miss part of the first or second half to get a bottle of coke or a cup of tea. I (and many others) have neglected to bother using the kiosks for this reason on several occasions.</p> <p>Not only would this improve matchday experience for fans, but it could also increase revenue for the club.</p>	<ul style="list-style-type: none">• Thanks for sharing the SwipeStation information, it looks a good idea and we will explore in more detail.
<p>I'd like to know regarding the loans to Clem:</p> <ol style="list-style-type: none">1. How much they £ are in total?2. What the paperwork says about when they can be called in?3. Timescale on loan recall?	<ul style="list-style-type: none">• As per the monthly financial update slide "Chairman Clem Morfuni has to-date injected c£5.8m into Swindon Town, to help stabilise the club finances. The accounts will reflect that this is owed back to him, however no interest will be due, and there is no timeframe for repayment".
<p>Could you please provide information on how you consider the strategic goals will be achieved through recruitment, investment and a process of ongoing review, and how this will be shared with fans, and/or the Advisory Board. Is there a plan in place to achieve each of them through stepping stones which we can specifically measure against, rather than aspirational goals suggested at the moment? Is there a plan to ensure the staffing needs meet these and demonstrably prove the club is moving forward in all directions, on and off the field.</p>	<ul style="list-style-type: none">• The business strategy sits behind our day-to-day activities within the club and we have put in place an internal monthly review to ensure we are moving forward on each of our goals. As with everything at our football club it will take time but they are all realistic targets. We've mentioned before that with financial fair play rules kicking in, we absolutely need the backing of supporters in order to stay on plan as recruitment will be driven by our financial results off the pitch.• Although we have leaned heavily on Clem's personal investment to-date, that is not a sustainable position for the club in the long run and we have to stand on our own feet and that requires us all to look to the future and our strategy relies on supporters working hand in hand with staff, so that we operate as one club.• Many (if not most) football clubs outside of the Premier League are struggling financially, some of them experiencing very bad outcomes now, despite having been propped up by individuals for long periods. For our club, you can see from the legacy debt reductions we are working on, we are gradually getting back on track. We just need supporters to continue to back us and once the legacy debt is gone we will have the foundations for greater success. If our business numbers drop, then we are likely to see slower progress in some areas like the stadium developments because investment in a quality playing squad is our priority and we will definitely be competitive and aiming for promotion in a strong League Two next season.
<p>What lessons have been learnt from previous manager recruitments and what are you doing differently?</p>	<ul style="list-style-type: none">• We've learnt our lessons and our recruitment will be different going forwards.
<p>Do you believe you have sufficient staff to run the administration of the club professionally.</p>	<ul style="list-style-type: none">• We always aim to improve our back of staff operations and aim to run our business as efficiently as possible.

SUPPORTERS Q&A

Question	Answer
<p>It has been reported that a loan has been taken out against future transfer income, can Clem or Rob explain in laymans terms why this has been taken, and what replaces the income in future when it would be due, do we need income that badly ?</p>	<ul style="list-style-type: none"> • It's very common practice in football for transfer fees to be staggered over long periods which of course is less than ideal. The mechanism we have used allows us to take that transfer income earlier through an external loan agency and as transfer fee instalments are paid then they go direct to the agency. It's fairly standard across the leagues, but not widely known by supporters. • As has been highlighted at various points in this Advisory Board update – the club still has a lot of legacy debt and finances remain a challenge - we make no secret of that fact and we need fans' support more than ever. There is no need to panic as we are sensibly run but until the legacy debt is gone and our stadium developments have progressed, this will always be the case.
<p>Will Clem be looking to add someone with plenty of senior experience of the football industry to the club? This seems to be something that is lacking with Clem not being involved with football previously, Rob coming from a financial background and Sandro having had very limited experience in football, it seems from the outside looking in this may be needed.</p>	<ul style="list-style-type: none"> • Our general business performance is going well, there are very few clubs who have turned a profit and reduced debts in the way we have over the past two years. Without being too repetitive, all football clubs outside of the Premier League are struggling financially but we are going to be in good shape if we continue on our current path. We simply need supporter to stick with us and be patient as we remove the legacy debt and start on our game-changing stadium redevelopments. • On the football side, we have taken swift action to put right some of our recent footballing mistakes. We have appointed Mike Flynn who has a lot of good football experience and as a Club we will take the learnings from a difficult season.
<p>The project last season was described as wanting to sign youngsters who would potentially have a sell on value in the future at the expense of players that could add a bit more experience and help guide the youngsters through games, can you explain how you see this going forward into next season, how will the policy change ? Who will have the decision on how to shape the squad ?</p>	<ul style="list-style-type: none"> • As mentioned already, we have appointed a football manager in Mike Flynn, who will take the lead on future transfer dealings, and as everyone knows, we need to bolster our squad with experience. From time-to-time we will still have to sell a player, like all lower league sides do, but this is not what drives us on the footballing side. The priority is to build a successful, winning football team.
<p>Clearly communication during the season has been lacking with certain decisions, fans understand for e.g. in manager leaving / hiring not much can be said but to go radio silent was unacceptable and does not help matters with fans, there was whatever went on with Vice chair position, Sandro went radio silent since middle of Jan, Rob only done an interview when it came to ST time, STFC Women coaches dismissed and then claiming nobody from stfc spoke to them before being dismissed, there have been several decisions from club that have been confusing and nobody comes out to talk. upon Clem taking over he promised more openness, the only thing we hear is from the AB, and brief accounts, not full accounts, the relationship at the moment between the club & fans is somewhat strained, going forward can Clem & Co confirm that they will look to repair the divide that has opened up and be a bit more open and forthcoming ? Just doing interviews with the local press is a start, it would be good for Clem to be a bit more visible when he is in the UK, or even when he is in Oz, there is Zoom !</p>	<ul style="list-style-type: none"> • There's no doubt we could have done better on communications and we have to work on that but as has been stated already, we are limited on many occasions on what can actually be said, and we have found that written communications can be easily misinterpreted and lead to further concerns (and more questions). Ultimately we do have a limited number of staff available to answer the types of detailed questions that supporters ask, but we are committed to answering those questions. • With our commitment to transparency that does mean valuable time (many hours every month) answering supporters concerns as best we can within sometimes constrained circumstances. We hold the monthly Fan Advisory Board, club representatives have attended many OSC 'On the Sofa' sessions, we hold Fans Forums, and answer questions in detail here with lots around the financials and other aspects of the club, which is a lot more than most other clubs do.

SUPPORTERS Q&A

Question	Answer
<p>Will Jody & the players be getting involved with the local community, sending players into local schools, cutting ribbons etc ? This type of thing helps the fans of tomorrow to want to attend games.</p>	<ul style="list-style-type: none"> As you know, Jody has now left the Club, but we will work with the new manager, Mike Flynn to ensure that players are more visible in our local community.
<p>Will there be another fans forum before the new season, there was a pledge to do at least 2 a season, we have only had one ?</p>	<ul style="list-style-type: none"> Although we had aimed to do the second fans forum this month, we felt it would make more sense to delay this until the start of the new season when Clem is here, and when the new manager has had a chance to put a squad together for the year ahead.
<p>There seems to be a lack of staff in senior positions at the club (club secretary on loan from youth team for e.g.) will the correct staff be recruited to fill vacancies, so the club is run more professionally?</p>	<ul style="list-style-type: none"> There will be some changeover in staff over the summer, but we will start next season with qualified people in the most important positions within our club. People come and go for a variety of reasons but that has been the situation at this club for many years.
<p>Are the club willing to admit to the mistakes that have been made during the season, and apologise to the fans for getting it so wrong, will they / have they held a postmortem on the season to ensure that mistakes are not going to be repeated going into next season ?</p>	<ul style="list-style-type: none"> Of course, we are all disappointed and sorry about how the season played out - it would have been hard to imagine such a bad run of results in 2023. Mistakes were obviously made, and we have learned from that, as you will see with our next series of footballing recruits. We can't guarantee success, but we are confident we are moving forward in the right way.
<p>EFL rule 128 states clubs shall hold at least two meetings/fans forums per season to which its supporters (or representatives) are to be invited in order to discuss significant issues relating to the club. When are we going to have one such of these forums?</p>	<ul style="list-style-type: none"> The aim is always to hold two in-person fans forums every season however due to the recent managerial change and with Clem being overseas, the next Fans Forum will now be at the start of next season. In the meantime, we are committed to answering questions via this monthly Advisory Board session and STFC representatives also appear regularly 'On the Sofa' with the OSC.
<p>In the week running up to the Early Bird deadline for STs there was absolutely no marketing. Who is running the ST campaign? Have we considered outsourcing? It's an absolute disaster show of a campaign.</p>	<ul style="list-style-type: none"> Without doubt we can improve on our marketing – and of course we want to do that, but what we ultimately know is that it's the football side and success on the pitch that drives season ticket sales. Fans want entertaining and exciting football, and we want that too, we don't want to twist the arms of supporters in order to get them to buy, we want them to renew because they enjoy their experience on a match day and that is why we are focusing on improving the team and the stadium in future years. That's not to say we won't invest more in marketing, but that will come a little later down the line.
<p>Who is responsible for the recruitment of a new stadium manager and for ongoing maintenance to be met, the club or the CGJV?</p>	<ul style="list-style-type: none"> We are looking at this and have plans in place and are working with experienced Safety Officers. The club has responsibility for ongoing repairs within the lease and as mentioned in the financial update, this is another burden from the past as we anticipate we will be spending in excess of £100k on repairing legacy issues this summer.
<p>Why do the club think we're tracking so far behind on ST sales YoY?</p>	<ul style="list-style-type: none"> As mentioned already, this is largely down to a more disappointing season on the pitch, ST sales have picked up and we hope that as many as possible get on board and back our Club to success in 2023/24 season as we push for promotion.
<p>To clarify, in the last AB notes you referred to the County Ground Community Network, specifically seeking tradespeople and medical professionals. Is your expectation these are (more) volunteers?</p>	<ul style="list-style-type: none"> This was a suggestion that came from our JV partners, TrustSTFC. They have been approached (as have we) by many supporters who want to offer their services and get involved in their stadium. We think that is a positive for everyone and of course this helps us financially and makes good business sense. We will not cut corners but if people offer to help it would be foolish to not explore that and it helps build the bond between the club and its supporters. It's your club, and if you want to get involved, you often can.
<p>Why is someone who has no official role at the club, and is prohibited from doing so by the EFL, representing the club in very official environments such as meetings with government ministers and signing MoUs?</p>	<ul style="list-style-type: none"> You are referring to the recent photo of Zav Austin with a government official. To reiterate the message from last month, Zav is not the Vice-Chairman and does not hold any position of influence within the club. He does though have a close affection for the club and wants us to do well. He individually initiated a project in Pakistan aimed at attracting new talent to our club, and we have seen some minor benefit from that, but his work is voluntary, and not funded by the club. In terms of the photograph that was shared, this was a continuation of that voluntary work and supports our longer-term goals of finding players from all Commonwealth regions.