

STFC Advisory Board
January 2023





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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



ADVISORY BOARD

Advisory Board Structure



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



ADVISORY BOARD

Meeting Agenda

CHAIRER BY CLEM MORFUNI

- Introduction & Previous Minutes and Actions – Clem Morfuni
- County Ground Update
- Legal Update - Eddie Parladorio
- Business Update, including Financials – Rob Angus
- STFC Womens Update – Steve Butcher
- TrustSTFC Feedback – James Spencer
- OSC Feedback – Andy Cossens
- Sponsor/Partner feedback – David Coe
- AOB - Any Other Business
- Review Actions and agree Agenda for next meeting – All



January Executive Summary

- Historic external debt now down from c£7.5m to c£970k under CM's ownership
- Plans to buy County Ground moving at pace with exchange due by end of January and discussions on funding purchase of County Ground by Nigel Eady Trust Fund progressing well. TrustSTFC members have approved their part in the JV and purchase. All matters on track
- Trust and OSC continuing work on ideas to improve atmosphere at the County Ground
- Work to integrate STWFC and plan for the 23/24 season continues
- Club, Foundation, Trust and OSC will work together to prepare plans for STFC to have a strong environmental agenda going forwards with environmental sustainability now very much on the agenda
- STFC Community Foundation continuing strong work to support local community with Dementia Café, Super Robins Mental Health team and progress with new covered training facility progressing well



Attendees – Clem Morfuni (CM), Zav Austin (ZA), Don Rogers (DR), James Spencer (Trust STFC) (JS), Andy Cossens (OSC) (AC), David Coe (DC), Steve Butcher (STWFC) (SB), Mandie Coe (STWFC) (MC), Jon Holloway (JH) and Rob Angus (RA).

Apologies, Eddie Parladorio (EP).

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

Action – Discussions are continuing and will look to loop in the STFC Community Foundation into these discussions. AC updated that the OSC do not currently have the resources to drive the fanzone. CM asked AC, SW and JC to set out their thoughts and a plan re a fanzone at the County Ground. Thoughts and feedback provided. JH to follow up with Premier League who have discussed providing funding for clubs via Community Foundations

Action - RA and JS will meet to discuss the Club's marketing and data needs. Update, initial meeting held with follow up in progress. Club need to work with Ticketmaster to ensure end to end journey tagging is live and working before investing in digital marketing spend. Update – tagging now implemented RA to follow up with AP and JS with new ticketing team – work to explore continues

Action – AP to look at the possibility of a joint statue for Don Rogers and John Trollope – Update – Trust now finalising order for statue

Action - SW to provide detailed plans and cost estimates for Museum. Meeting with CM and Trust members during September. Meeting held with initial plans agreed and estimates have been sought

Action – OSC, Trust and STBL and other fan groups to work together to see how we can improve atmosphere at the County Ground to support the team – meeting with supporters groups now booked in

Action RA and JW to provide an STFC Business Directory and Diary of Events for Sponsors/Partners – in traction

Action – RA to arrange meeting with CM to discuss STWFC plan for 23/24 – meeting due later in January

Action – RA to share a 5 and 10 year Plan. - in traction

Action – RA to look into Data Privacy question – in traction



- 1.1 The meeting started with RA going through the minutes and actions from the previous meeting as noted on previous page.
- 2.1 RA provided the legal update and noted that Centerplate petition was dismissed with STFC putting the amount it believes is due into a Solicitors account and are awaiting a response from Centerplate. The disputes on the legal costs due in respect of the DPDS debt continues. The Mercedes debt remains an issue to resolve.
- 2.2 It was noted that the Club is trying to close out the FA Charges whilst Power and Standing are looking to defer until the Standing v Power case is heard which will be sometime in 2023. It looks likely that the delay in the Standing v Power case will defer the outcome on the FA charges.
- 2.3 County Ground deal continues with Exchange agreed for 31/1/2023. Legal documents are progressing to finalise the sale, lease and JV agreements. Positive discussions with the Nigel Eady Trust Fund in respect of them funding the purchase of the ground which would be an amazing legacy from Nigel. The Supporters Trust have sought and received approval from their members to purchase the CG and are now readying their share proposal.
- 3.1 RA then provided the business and financial update. Noting that the overall external historic debt had now reduced from c£7.5m when CM took over to c£970k. With all repayment plans on track and the majority of the debt owed to the EFL on interest free loans.
- 3.2 RA noted the push to get enough demand to open the Stratton Bank for Charlie Austin's return game v Grimsby. The Club continues to work on school and youth football ticketing initiatives with Trust STFC and the STFC Foundation where sponsorship/partnership opportunities exist to expand this important initiative. More stock of 1st, 2nd and 3rd kits are in store and letters and numbers given strong demand for Austin #11 shirts.
- 3.3 Sponsorship and Partnership opportunities remain and Commercial Manager, James Watts is driving these. DC is progressing discussions with Sponsors/Partners to gain their feedback and ideas and is looking at forming an STFC business club. Conferencing and Catering bookings for non-matchdays are continuing to improve
- 3.4 Club is looking at ways it can improve its environmental impact and become more sustainable. More plans in this space will follow soon. Club will link up with work that TrustSTFC and the OSC are also doing in this space.
- 3.5 RA noted the Academy and Safeguarding updates. DC noted the discussions we are having in providing financial planning educations for Academy players which will help them manage their finances.
- 4.1 SB provided the STWFC update and noted that budget plans for 23/24 are progressing well with strong support from MC. STWFC will meet with CM and RA later this month to go through the integration plan and the budget for 23/24 season. Plan is for more games at Foundation Park and the County Ground. James Watt is working on driving 23/24 sponsorship opportunities for STWFC team.
- 5.1 AC provided the OSC update with answers to questions updated in the OSC slides below. As part of the update CM reiterated the desire for the Club to be promoted this season which was a key part of bringing Charlie Austin back to STFC and illustrates our ambition.



- 6.1 JS provided the Trust update and noted the progress on members voting to approve the purchase of the County Ground. The details of how to obtain shares in the Trust and the County Ground are online and a brochure will also be produced for any who cannot access online.
- 6.2 Plans on the statue of Don Rogers are progressing well with meetings to be arranged to discuss the location of the statue. JS noted that the Trust, OSC and Club will meet soon to discuss ideas to improve the atmosphere in the County Ground on match day.
- 6.3 One question raised by Trust Members was how much rent the Club will pay compared to the current agreement. The rent will be 50% less reflecting the Club will own 50% of the ground. The rent will be paid to the JC and will be re-invested into the ground with JV approval.
- 7.1 DC noted that no questions or feedback from sponsors this month. A meeting to discuss the formation of the STFC business club is due on 20 January. DC noted that he would like to thank Matt Barnes of Barnes Coaches for their support of STWFC in providing discounted coach travel and use of the Team coach where possible.
- 8.1 JH gave the Foundation update noting that it is the EFL Community week of action with the Dementia Friendly memory café on Thursday 19th 10.30-12. JH also noted that the Super Robins Mental Health team have a game coming up v Newport. JH also noted that the Wyvern Salisbury school representing STFC in the EFL Girls under 13 National Cup have the semi-finals coming up at Walsall's Bescot Stadium.
- 8.2 JH also noted the EFL Green campaign which goes live on 4 Feb and the Foundation are organising volunteers for a little pick. RA noted that the Club, Foundation, Trust and OSC will join up on Green initiatives as the Club looks to make a big push in this area.
- 8.3 JH noted that the new covered facility at Foundation Park should be ready in March which will provide excellent new facilities for the community.
- 8.4 Next meeting 14 February 2023.



ADVISORY BOARD

Legal Update

BY EDDIE PARLADORIO

Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Contracted Commitments	<ul style="list-style-type: none"> The club is continuing to look at a number of the contracts signed in the past and checking whether they are enforceable and appropriate Every effort will be made to fight these contractual claims where possible. Outstanding include Centerplate, DPDS (legal costs) and Mercedes 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. 	On Track	<ul style="list-style-type: none"> Continued review of contracts and legal action to defend the Club's position
County Ground	<ul style="list-style-type: none"> JV now set up, Bank Account set up. Discussions with Trust lawyer James Maton (Cooleys LLP) and Greg Callard (Royds Withy King) going well, finalising JV, Sale and Lease agreements etc for County Ground purchase. Documents now very close to final. SBC have approved County Ground acquisition by JV Legal and funding discussions continue, with positive discussions with Nigel Eady Trust Fund Dates agreed with SBC for exchange and completion - January and July 2023 	On Track	<ul style="list-style-type: none"> Engagements with SBC and driving CG acquisition for 2022
Other Issues	<ul style="list-style-type: none"> The Club has been charged with a breach of the FA's funding regulations relating to the previous owner and alleged funding relationships he had in place. The Club will defend its position and likely plead mitigation given that Clem had no knowledge of these arrangements and the Club is being run in an open, transparent and proper manner under Clem's stewardship. The Club has now made its submissions to the FA and awaits further dialogue from the FA. We understand other parties are looking to defer any hearing until after the Standing v Power case has been heard. 	On Track	<ul style="list-style-type: none"> Awaiting response from the FA



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"> Historic debts now estimated at c£970k, down from c£7.5m historic debts when CM took over Repayment plans on track but it will take time to repay these remaining debts 	On Track	<ul style="list-style-type: none"> Roll forward accounts/start prep for mgt accounts Assess accuracy of historic financials
Ticketing	<ul style="list-style-type: none"> Push to get enough demand to open the Stratton Bank for Charlie Austin's return game v Grimsby on 14 January. Charlie's return is a great story for the Club and the EFL Continue to work with STFC Foundation and Trust STFC with ticketing initiatives for schools and youth football clubs Continue to push half season tickets and 6 game bundles which provide good savings compared to match day tickets 	On Track	<ul style="list-style-type: none"> Continue to strive for 10k home supporters and 6k Season Ticket holders
Sales & Marketing	<ul style="list-style-type: none"> Good stock of 1st, 2nd and 3rd kits are now in and good demand for Austin #11 shirts January retail sales now underway in store and online Commercial and partnership opportunities still available from larger to smaller including – stadium sponsorship, community ticketing initiative, and social media along with sponsorship opportunities for STFCW, STFC Academy and STFC Foundation. Commercial Manager, James Watts is doing a good job driving up revenues all of which are re-invested in the Club. Hospitality packages for 1879 and Robins suite are available with Sales Manager, Rachel Burt ready to take bookings 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. Continuing to improve and enhance the in-house kiosk operation with Greek Olive added outside and plans to trial Pizzas and Pulled Pork burgers in one of the kiosks in the Don Rogers stand 	Amber	<ul style="list-style-type: none"> Continue to improve retail offering Looking for partners and sponsors for 22/23 season Drive use of County Ground for parties, conferences and events
PR & Social Media	<ul style="list-style-type: none"> Major goal is to go from bottom of 92 clubs in fan engagement (last season) to top of the 92. Events like Fans Forum held on 28 September will help in this regard. Looking for parties to work with for a football style documentary on the 'rebuild' for our Club 	Amber	<ul style="list-style-type: none"> Continue positive PR and media reach Consider 3rd parties who could document the 'rebuild' under a new era
Outstanding Issues	<ul style="list-style-type: none"> EFL have issued fan behavior guidelines with automatic bans for pitch invasions and pyrotechnic usage. Seen some issues with pyrotechnic usage to date, anyone found using or holding pyros will be banned from stadium in line with EFL rules. EFL are pushing this message hard across their communication channels and via all clubs A number of recent reports of racist, homophobic and sexist abuse which the Club are investigating with Police, anyone found guilty will be banned and face criminal prosecution 	Amber	<ul style="list-style-type: none"> Support Police with issues with small minority of fans
Opportunities	<ul style="list-style-type: none"> Supporter events – fanzones, local schools and sportclubs, diversity and inclusion group engagements ongoing and continue to be discussed with OSC and Trust 	Amber	<ul style="list-style-type: none"> Fanzones Supporter Group engagement and support
Stadium Safety & Maintenance	<ul style="list-style-type: none"> Stadium repairs continue, with work continuing to make improvements and to maintain the stadium Plans for a café/museum by the shop and for a Don Rogers Club 	Amber	<ul style="list-style-type: none"> General stadium maintenance improvements



ADVISORY BOARD

Financial Update

BY ROB ANGUS

External Historic Debt Position	July '21	Feb '22	Mar '22	Apr '22	May '22	June '22	July '22	Aug '22	Sept '22	Oct '22	Nov '22	Dec '22
Debenture Debt	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£0	£0	£0	£0
HMRC	£1.46m	£385k	£309k	£234k	£158k	£82k	£0	£0	£0	£0	£0	£0
EFL Hardship	£1.04m	£690k	£690k	£690k	£690k	£690k	£690k	£515k	£515k	£515k	£515k	£515k
EFL Covid Variation Loan	£119k	£99k	£99k	£79k	£79k	£79k	£79k	£79k	£79k	£60k	£60k	£60k
Bounce Back Loan	£50k	£45k	£43k	£41k	£41k	£40k	£39k	£38k	£35k	£35k	£35k	£35k
SBC	£370k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k
Puma (Aged)	£190k	£0k	£0k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Contractual disputes	£570K	£500k	£500k	£500k	£450k	£450k	£350k	£350k	£350k	£350k	£250k	£210k
Contractual disputes - Football	£130K	£45k	£45k	£40k	£40k	£40k	£40k	£40k	£40k	£40k	£30k	£30k
Trade Creditors (Aged)	£432k	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Football Debtors (Aged)	£120k	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£7.4m	£4.8m	£4.7m	£4.6m	£4.5m	£4.4m	£4.2m	£4m	£1.1m	£1.1m	£1m	£970k



Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Assess Academy Quality	<ul style="list-style-type: none"> Academy have moved its main office to front of car park with great work by the Academy and friends of the Academy who are upgrading these old 'buildings' also supported by office furniture donated by Nationwide. Investments being made with new Academy Mini-Bus, working with M4 Van Centre Support from Coles Scaffolding to make improvements to training ground re analysis towers and shooting nets Academy Technical Board due in January 2023 	Amber	<ul style="list-style-type: none"> Review ongoing
Plans for Better Facilities	<ul style="list-style-type: none"> New Academy physio has started Working to ensure there are better facilities for the Academy on an ongoing basis Ben Hawkins has taken new Player Care role in the Academy with Kirk McGinn new Safeguarding officer and head of education 	Amber	<ul style="list-style-type: none"> Ongoing improvements to the Academy
Safeguarding Update	<p>Safeguarding Summary Arising matters and key information from the reporting summary 1 new concerns raised over the month Raised by Foundation about one player Continued Staff wellbeing continued to be worked on by club to support these issues</p> <p>Safeguarding Risk Register DSO completed the Child Exploitation Course and new Designated Safeguarding Lead course.</p> <p>Policy Tracker No new issues DSO to meet with Shane Hewlett again for next month to continue this joined up approach.</p>	Amber	<ul style="list-style-type: none"> Continue to review and improve safeguarding standards
ED&I Update	<p>The Club has completed its ED&I plan and submitted to the EFL for review. RA had meeting with EFL and STFC currently on track to meet EFL requirements for ED&I but always looking to improve</p>	Amber	<ul style="list-style-type: none"> Continue to embed ED&I across the business



Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Swindon Town WFC Integration	<ul style="list-style-type: none"> Regular meetings taking place to transition STWFC in to the main operations of STFC On-going collaboration with existing STWFC Committee to map tasks and activities to maintain day-to-day operations of the club Aim to be fully transitioned by the start of the 2023/24 season Development of strategic plan to support the development of on-pitch performance and sustainable leadership of the club Within the strategic plan, considerations for player & coach support, with the aim of strengthening resources across all areas of the women's club 	On Track	<ul style="list-style-type: none"> Weekly / Fortnightly meeting to track progress and aid smooth transition Develop strategy for commercial, media and football business
Foundation Park and County Ground Fixtures	<ul style="list-style-type: none"> Discussions in advanced stages with Community Foundation, securing regular fixtures at Foundation Park across the 2023/24 season and beyond On-going discussions with STFC highlighting potential fixtures to take place at the County Ground in 2022/23 season and beyond Discussion with Community Foundation about continued booking for training facilities in 2023/24 	On Track	<ul style="list-style-type: none"> Agree Future Games to take place at County Ground Finalise bookings with Community Foundation for 2023/24 season
Office Space & County Ground Facilities	<ul style="list-style-type: none"> Office space has been made available to STWFC which the teams have started using with immediate effect On-going discussions with STFC departments to agree on appropriate space, time and facilities for performance support (gym use & analysis) for women's team 	On Track	<ul style="list-style-type: none"> Office space to be prepared, ready for STWFC to move in Hold meeting with performance staff to set out performance provision
Sponsorship Opportunities	<ul style="list-style-type: none"> With integration of STWFC in to STFC, opportunity to develop sponsorship opportunities for women's team Scoping of current sponsorship commitments held by STWFC Identification of sponsorship opportunities for 2023/24 season and across long term future 	On Track	<ul style="list-style-type: none"> Development of sponsorship plan, utilising the resources of STFC commercial team
Long Term Strategy	<ul style="list-style-type: none"> Development of 2, 5, and 10 year strategy to support the development of STWFC, providing financial stability and long term support for the club 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 Taking steps to formally place the constitution of STWFC as part of STFC 	Action Needed	<ul style="list-style-type: none"> Development of strategy with involvement from key stakeholders across the club and community



Subject	Details	Current RAG	Comments
Ground Improvements	It would be good to hear about any stadium improvements planned for 2023.	Fan Query/ Concern	<ul style="list-style-type: none"> Advised to refer to regular comms/ AB Minutes as JV process regularly communicated. Focus is to complete purchase of ground this year.
Christmas Carol Service	<ul style="list-style-type: none"> Not an important question, but I would like to know why the Club no longer push the Swindon Town Christmas Carol Service. It is usually well attended by the club on the night with Di Canio making it compulsory during his time here and also during a recent year we were featured on the local tv news. However, it's never pushed by the club and this year although I appreciated Steve and Rob being there, not a single player or member of the coaching staff attended, which I think is a first. Is it something just organised separately away from the club by the club chaplain under the agreement that he can use the club's name but the club will not promote it? I even tweeted the club about it on the day and it didn't kick them in to action to promote it, but carried on tweeting about other stuff, so they may be avoiding it deliberately. It's all a bit strange. 	Fan Query/ Concern	<ul style="list-style-type: none"> Suggested informing OSC as event approaches Event was advertised in programme, on PA system and in social media (could have been more of this) Clem will 'ask' managers / players to attend next year..
Taking the knee	Can you ask why the players still keep taking the knee? Most clubs and all other sports no longer do this. (keep politics out of sport)	Fan Query/ Concern	<ul style="list-style-type: none"> This is a decision taken by the players to continue doing so.
Membership initiatives	<ul style="list-style-type: none"> Thoughts / plans and proposals for increasing / improving the benefits for members.... Trying to encourage more supporters that being a member is to their benefit and advantage. Perhaps being a OSC member could be used when allocating "cup" match tickets etc. 	Fan Query/ Concern	<ul style="list-style-type: none"> Informed the fan that we are always looking at improving initiatives ; the OSC has a meeting with the Club later this month and this is one of the agenda items.
Progress	<p>We are grateful to Clem for saving the club from the previous incumbent and we appreciate the direction the club is going in terms of stability and ownership of the ground. However as a senior season ticket supporter i would like the club to answer in which direction the on field objective is going. Are we basing stability around bringing in relatively untried youngsters, developing them and then selling at a profit or are we genuinely trying to produce a football team that can be competitive over several seasons?</p> <p>The first scenario requires a virtual rebuild every season, some years with relative success like last season but invariable will often produce variable results although we might find a gem to develop and sell. The second scenario relies on keeping the vast majority of a proven squad and adding a few where required to maintain a competitive team capable of promotion push.</p> <p>As long as i am alive my season ticket purchase is not in doubt however i would like the club to be open and honest so that supporters can adjust their expectations if we are perusing a Crewe Alexander type model.</p> <p>For what its worth i would be very disappointed if our ambition was stability and ground purchase at the cost of on the field competitiveness. It would be nice to see my Swindon have a couple of promotions before i pop my cloggs.</p>	Fan Query/ Concern	<p>CM is keen to build a sustainable Club both on and off the field- promotion is the aim this year.</p>



Subject	Details	Current RAG	Comments
Share Ownership	<ul style="list-style-type: none"> We haven't heard anything about fan's purchasing shares in the County Ground as part of the shared ownership, can you ask for an update? 	Fan Query/ Concern	<ul style="list-style-type: none"> The Trust are administering this process, providing regular updates via their new Website and via social media- please also refer to the Monday Night 9/1/23 which provided an excellent explanation.
Club Personnel	<ul style="list-style-type: none"> Why did Ben Chorley leave the club with immediate affect? Was it because he didn't like the way the club was going? Or due to Ben Garner leaving? Has the ambition of the club changed? Is the goal for the club to be in championship? If so when? 	Fan Query/ Concern	<ul style="list-style-type: none"> CM stated that Ben Chorley left for personal reasons, and reiterated that this continues to be the goal.
Saturday 14th	<ul style="list-style-type: none"> Will you open Stratton Bank up for home fans on the 14th so they get to see Charlie's return ?? I know a lot of fans are up for this and it would create a fantastic atmosphere around the ground 	Fan Query/ Concern	<ul style="list-style-type: none"> Have replied stating it is the Club's intention to do so, subject to demand and encourage all to come
Away Fans	<ul style="list-style-type: none"> Could you enquire as to whether the club owns the ground that away supporters are granted free parking at the CG when travelling by SAS coaches for midweek away games. It is £4 to park for most midweek trips. It be a real gesture to those away fans and not cost the club much. They constantly pay tribute to the away fans – so a real chance to reward them. Scheme could be simple to admin. If SAS are given stickers to put in their car valid for just the evening of the game, it would bless the away fans. 	Fan Query/ Concern	<ul style="list-style-type: none"> Replied that this is something to consider with the Club/ OSC / SAS travel, although conscious of home fans who travel/ may not be able to attend away matches. There is also issues around the fact that the Car Park is Council run- however it is something to look at once the ground is purchased
Fan Groups	<ul style="list-style-type: none"> Could you please ask about starting a link up between Swindon STFC and grassroots football clubs in South Africa Pietermaritzburg. I grew up in SA and we are developing links between Swindon and Pietermaritzburg. 	Fan comment	<ul style="list-style-type: none"> There are no plans to set up any academies in that area for now. Consideration to investigate possible Fan Group initiatives.
Stewarding	<p>One thing I have noticed increasingly this season is the somewhat intrusive stewarding at home matches. The only time that one should really be aware of a steward is if someone is behaving seriously out of order or if there is a major incident. Recently however it seems that stewards are going out of their way to get involved in pretty minor things and making mountains out of molehills. It is at best overzealous and at worst downright malicious. A football ground has never supposed to be a sanitised, soulless environment but it appears that the stewards have been told to clamp down on anyone attempting to create any kind of atmosphere. I'm not sure how true this is but I have been told that the company running the stewarding are basically using nightclub bouncers rather than event stewards which may go some way to explaining their behaviour.</p>	Fan Comment	<ul style="list-style-type: none"> RA responded that comments will be raised with Safety Officer and head of stewarding and asked for specific incidents.



Subject	Details	Current RAG	Comments
Miscellaneous	<p>Can they tell us about club shares. And how much. And what about the speakers in the stands. As they aren't great still.</p> <p>Is the club going to make sure the entrance to home games working as my season ticket won't work at times. Can they bring back the burger van</p>	Fan Query/ Concern	<ul style="list-style-type: none"> Please refer to the Trust website for full info. Re tannoy, as the tests are done whilst the ground is empty, it is difficult to pinpoint any issues. Please supply the Club with specific incidents and they may be able to identify the issues. Ticketing issues have been reducing, and work continues to mitigate problems. Re burger van- there is one outside the ground.
Style of football	<ul style="list-style-type: none"> When will Clem realise that tippy tappy won't get us promoted!! 	Fan Query/ Concern	<ul style="list-style-type: none"> Clem is determined the Club progresses up the Divisions, and signing Charlie Austin is a statement of intent to that effect.
Programmes	<ul style="list-style-type: none"> I was at Colchester new year day with disabled group one thing was a Free programme when stfc is 4pounds a big difference 	Fan Query/ Concern	<ul style="list-style-type: none"> Responded to say nice gesture but all revenue is reinvested in Club.
Miscellaneous	<p>I hate to be repetitive, but the tannoy in the Don Rogers Stand is still an issue! We cannot understand any of the pre-match announcements or the substitutions. Whilst this is being looked into, is there any possibility of showing substitutions on the scoreboard? Can the scoreboard clock be programmed to show an "added on time" countdown, it currently stops at 45 and 90 minutes, which can be frustrating in close games.</p> <p>Also, there is a concern that in the event of an emergency we would not hear any instructions clearly, which, given the steepness of the stand could result in chaos and injury, if evacuation is deemed necessary.</p> <p>A final observation, as the ground is now cashless, is this adversely affecting the charity collections and sale of matchday Draw tickets? If so what can be done? Perhaps, a few strategically placed Gazebo's and tables could be used so that card donations/payments could be accepted as well as cash buckets.</p> <p>I ask this as I don't ever have cash on me at games anymore, just a card and my season ticket and I know I am not the only one concerned about this.</p> <ul style="list-style-type: none"> . 	Fan Query/ Concern	<p>Responded to each point- tannoy ongoing review , requires upgrade-, see above re issues- there is a separate emergency tannoy system, which is fully functional- Scoreboard- present one has limited functionality. Cannot 'extend' timer owing to EFL regulations. Cashless is the norm around sports stadia, and using card readers has had to become the norm.</p>



Subject	Details	Current RAG	Comments
Atmosphere	<ul style="list-style-type: none"> Could you ask for some uplifting music before, half time and at the end of games. It could raise spirits in the crowd. 	Fan Comment	<ul style="list-style-type: none"> Informed fan of Bring the Noise initiative being rolled out. Clem would like fans to make the music, and was saddened to hear the booing.
Progress	<p>Could you please ask why no minutes were posted for the December meeting.</p> <p>Also is everything still on track for deposit on stadium to be paid before 31st January deadline.</p>	Fan Query/ Concern	<ul style="list-style-type: none"> Regular update in minutes on website. Please refer to Trust website and the Monday Night panel of 9 Jan- all on track for deposit to be paid by Jan 31.
Junior Incentives	<p>With the rather unexciting (some might stay slow, boring, unimaginative football style) on show this year it is proving hard to keep the children interested I wondered if the club could do more to give them some joy and further strengthen the links with the little ones to the team for the long term.</p> <p>Ideas:</p> <p>More frequent open training sessions</p> <p>More player meets (my son enjoyed having a photo with Angus the other week in the club shop)</p> <p>Tours of the County Ground.</p> <p>Half time pen comps for young season ticket holders (draw a few names each week).</p> <p>As I said, feel free to ignore or perhaps change the wording on the style of football but I feel the club could offer more chance to further bind youngsters with the club.</p>	Fan comment	<ul style="list-style-type: none"> The Club is considering relaunching the Junior Reds programme next season, and we continue to work very closely with the Foundation. Club will consider the ideas raised
Style of play	<ul style="list-style-type: none"> I re-purchased a season ticket this year, after not renewing under Lee Power several years ago. I have absolute faith in what is going on with the club behind the scenes so wanted to add my support and money to that. However, the football on offer at the county ground this season is very poor, it's slow and predictable, lacking any real ambition. I travel for games and takes up majority of my Saturday, time away from my family and other responsibilities. As fans we are fickle, sadly the results have not backed up the style of play, but if it's like this all season it will be difficult to justify renewal purely on enjoyment value. I will absolutely support the club financially with one off games and shirts etc but I hope by the time you're asking us to renew there is a significant improvement from Scott's tactics or a change in direction happens sooner rather than later as I fear I am not the only one considering if they will renew or not. 	Fan Comment	<ul style="list-style-type: none"> CM reiterated that it is his desire for promotion, and with Charlie now back, we should see a few changes!
And a Thank You!!!	<ul style="list-style-type: none"> Very keen to know time line for the purchase of the ground and any future developments of the site. <p>But can you also pass on my thanks to all the staff, particularly Rob and Clem, for all their efforts. We are a million good miles from where we were under the previous regime, which does not go unnoticed. I love this club, I want to continue to be able to enjoy it, even if at the moment it has been tough on the pitch, but hey, we have been there before. We will come thru it again. Thank you for your efforts too representing us. Hope the new year will bring with us lots of joy and consolidation to this great club.</p>		<ul style="list-style-type: none"> Thank You



Workstream	Progress/Achievements	Current R/A/G	Actions to Green / Comments
County Ground: Development and Shares	<ul style="list-style-type: none"> • Deposit due 31 Jan 2023, with 6 months to complete • Lots of contract work with legal paperwork between us, club and SBC. Updates being made of the JV agreement. Ball is still in our court, but progress is being made and in a good place. • Trust working on details of shares and marketing of this to fans on the new website. Website has gone live truststfc.com with initial details on the CG deal, but ability to purchase shares will go live later in January when we launch this with key campaign. w/c 9th Jan we will be asking members to vote on CG purchase and undertaking some initial PR on the CG status and next steps and the vote details on pods and media. • Prospectus for the supporters to buy shares in the CG has been created and will be distributed at the CG for fans not online to cover the details of the purchase and how to own part of the CG, Trust board members will be issuing these to fans at the CG before games when we launch this soon. 	On Track	
New Website	<ul style="list-style-type: none"> • New Trust website has gone live at truststfc.com with initial details on CG, JV etc, but stage 2 go live for purchasing shares in the CG for supporters will go live very soon as a phase 2. • For phase 2 and CG Share purchase for fans, we have marketing materials agreed and also media and press (Points west, Adver, Pods, OSC panel etc) lined up to promote and for Trust members to go on these Pods and media outlets to do interviews and encourage fans to get involved. 	Stage 1 Complete	<ul style="list-style-type: none"> • Stage 2 with CG share purchase via website will go live very soon.
Statue	<ul style="list-style-type: none"> • Article sent out to members with survey on elements of statue – 93% approval • First payment has been made and the statue is coming along nicely, with a full size polystyrene carving underway in the first instance. Whilst there is no attempt at a likeness at this stage it does give a view on the scale, which our sculptor Alan Herriott is delighted with, he believes the statue will have a great presence. • Sculpting work continues through to the end of March, when the clay statue will move onto the bronzing stage. 	On Track	<ul style="list-style-type: none"> • Herriott recently commissioned by Manchester United to produce Jimmy Murphy statue [4 apps for STFC too]
Club Museum	<ul style="list-style-type: none"> • Research continues and site visits to established museums being planned • Next step is proposal to JV on this for review. • Charity application for this submitted – charities commission asked for further details from us. 	On Track	
Fan Engagement	<ul style="list-style-type: none"> • James S working with OSC on ideas to improve the atmosphere in the ground and initiates. • Initial ideas submitted to club, and we will undertake a fans survey too from club, OSC and Trust for feedback and ideas. • Meeting with club on taking this forward occurring Jan 10th • Trust also supporting “Fill the stadium” initiative for Grimsby game on the 14th with social media coverage, social competition and video to gain excitement and buy in from fans. 	On Track	
Environment & Sustainability	<ul style="list-style-type: none"> • Working with club and Foundation on the Green Football Weekend initiative (Saturday 4 February – Swindon are away at Newport). Fans can collect points for their club by making pledges (1 point) and uploading photos (5 points) of their pledges such as walking/cycling, wearing extra layers, veggie meals, shorter showers, peat free gardens etc. • Working with the OSC and SAS Travel to see if we can get more coaches going to Newport to support this. Working with the club to publicise this via the media manager Dave Wrixton. Working with Kyle at the Foundation to ensure local schools know about this, and the Foundation promotes this via their academy teams. Trust, OSC and club to support a social media campaign to really promote this and get fans, players, Club, Foundation involved. • Discussions with OSC via Chris Kyle about getting groups of supporters together and how they can buddy up to come to matches. • Environment and Sustainability Plan for 2023-24 to be ready following Green Football Weekend, presented to AB Spring 23. 	On Track	
Diversity & Inclusion	<ul style="list-style-type: none"> • Working group being established to look at what can be done to encourage interest from the various communities around Swindon 	On Track	

Workstream	Progress/Achievements	Current RAG	Actions to Green / Comments
NextGen	<ul style="list-style-type: none"> Trust keen to encourage more boys and girls from secondary schools to attend matches at the County Ground 	On Track	<ul style="list-style-type: none"> Looking for sponsorship for NextGen scheme
Swindon Town Women	<ul style="list-style-type: none"> Full support for Swindon Town Women and would like to help them play home matches at Foundation Park and The County Ground 	On Track	

Questions from Fans for AB

Questions	Answers
When the CG is purchased how much rent will the club pay compared to SBC current agreement?	Club will pay 50% less than current rent given it is now a 50% owner. Rent paid to JV will be reinvested into ground improvements as agreed by the JV.



- 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