

STFC Advisory Board
March 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

Clem Morfuni

TrustSTFC Representative
Steve Mytton/James
Spencer/Alex Pollock

Sponsors/Partners Rep.
David Coe

Club Ambassador
Don Rogers

STFF Foundation
Jon Holloway

STFC Women
Tom Hartley/Tim Hall/Steve
Butcher/Mandie Coe

Official Supporters Club Rep.
Christine Kyle/Andy Cossens

Rob Angus

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



ADVISORY BOARD

Meeting Agenda

CHAired BY CLEM MORFUNI

- Introduction & Previous Minutes and Actions – Clem Morfuni
- County Ground Update
- Legal Update – Clem Morfuni
- Business Update, including Financials and Health & Safety issues – Rob Angus
- STFC Womens Update – Tom Hartley
- TrustSTFC Feedback – James Spencer
- OSC Feedback – Christine Kyle
- Sponsor/Partner feedback – David Coe
- AOB - Any Other Business
- Review Actions and agree Agenda for next meeting – All



March Executive Summary

- STFC Season Ticket pricing for 23/24 season was discussed with OSC and TrustSTFC and revised pricing agreed with the Club limiting price rises to c5% for 'early bird window'. Season Tickets are now available via Bank Transfer, Card via email, in the Shop or over the phone. Further payment options will be released soon.
- Work to integrate STWFC and plan for the 23/24 season continues to progress and is on track. STWFC Season Tickets available from £40 on STFC Ticketing portal
- Club, Foundation, Trust and OSC will work together with Michael Doughty, Chief Sustainability Officer to prepare plans for STFC to have a strong environmental agenda going forwards with environmental sustainability a key agenda for STFC. OSC Fundraising event in the Legends on 27 March with Michael talking about his career and plans for the future. Also a 5k run will be held with Michael ahead of Stockport game on 25 March.
- County Ground purchase set to complete on 24 March with TrustSTFC due to launch their plans for supporters to buy shares in the Ground from this date and information provided in the game v Stockport on 25 March
- Health and Safety issues were discussed with the EFL and FA continuing to clamp down on fan behaviour and Club experienced issues in Town End in recent games with children and those who are more frail potentially impacted during celebrations. The Club have provided more stewards in this area but encourage all supporters to consider their safety especially if bringing children and those who are more frail into this area – the club will support moving people to different seats to protect their safety. Concerns are being monitored by the Sports Ground Safety Authority who provide a licence to the Club to hold games
- Big thanks to First City Nursing, the OSC and the Trust for supporting new Sensory Packs for supporters with Sensory Needs which have been ordered and will continue to help the County Ground to be as accessible as possible



Attendees – Clem Morfuni (CM), Don Rogers (DR), James Spencer (Trust STFC) (JS), Christine Kyle (OSC) (CK), Tom Hartley (STWFC) (TH) and Rob Angus (RA).

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 has followed up with Premier League who have confirmed funding expected to be provided by summer 2023 to support fanzones.

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 and considering best place for it to be situated

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. Museum has now been set up as a registered charity - Action Closed

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 and STFC Media started. Next step is questionnaire to be issued to STFC email base. Also looking at singing zones, supporters taking over the music playlist and adopting an STFC song. Questionnaire has been issued.

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 – plans are now in place thanks to STWFC committee, Tom Hartley and Mandie Coe – action closed

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

Action – RA to look into Data Privacy question – checked with STFC data management provider, Sports Alliance and happy process is compliant – action closed

Action - Action – OSC looking at Official USA OSC branch – now set up – action closed

Action – OSC and Trust to come back to RA on thoughts re Season Ticket pricing – discussions in meeting and pricing now agreed for 23/24 season



- 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 the main news was that the County Ground purchase has reached exchange with the deposit now paid to Swindon Borough Council, funded by to the Nigel Eady Trust Fund. Completion is set for the end of March. This is a tremendous and historic achievement with big thanks to the Nigel Eady Trustees, Swindon Borough Council, TrustSTFC including Board members, Steve Mytton, Neil Hutchings, Trust Officer, James Phipps and excellent pro bono legal support from James Maton (Cooleys LLP) and Greg Callard (RoydsWithyKing).
- 2.2 TrustSTFC will be setting out their plans for County Ground Shares and a County Ground Community Fund shortly.
- 2.3 No material changes in respect of other historic legal issues other than an offer made to deal with legal costs in respect of the historic DPDS dispute.
- 3.1 RA then provided the business and financial update. Noting that the financial accounts for 21/22 had been issued and questions on the accounts answered on the STBL.
- 3.2 RA noted that discounts were now available on the 2nd kit with good stock levels available at STFC STORE. Hospitality now has only limited availability for the Bradford and Barrow games with Rachel@swindontownfc.co.uk available to take bookings. Continuing to push for Sponsorship and Partnership opportunities through Commercial Manager, James Watts is driving these. Conferencing and Catering bookings for non-matchdays are improving but we continue to push with Sales Manager Rachel Burt (Rachel@Swindontownfc.co.uk) available to take bookings.
- 3.3 Club is looking at ways it can improve its environmental impact and become more sustainable with Michael Doughty announced as Chief Sustainability Officer. STFC, OSC and TrustSTFC working with Michael on Sustainability plans with the OSC organising a night with Michael in the Legends Lounge on 27 March and a 5k run with Michael ahead of the game on the 25 March. More plans in this space will follow soon.
- 3.4 EFL and the FA are continuing to push Clubs hard on improving the behaviour of fans at grounds and STFC have been issued warnings of our own fans behaviour with fines expected. All fans are encouraged to follow the rules and immediately report any issues to Stewards. Club will better communicate phone number for reporting incidents. Also discussed issues in Town End during Harrogate game where there was potential danger to children and elderly supporters in T1 and T2 due to surges when we scored. Supporters will be reminded of the risks of bringing children and those who are more frail into this area and the security and stewarding team will take more action to keep gangways free and ensure safety for supporters. Suggestions from OSC and Trust is to highlight other areas of the grounds for children and families to sit in.
- 3.5 RA noted that new sensory packs and a story book has been ordered with thanks to the support in funding these to First City Nursing, the OSC and the Trust.
- 3.6 Discussions on Season Ticket pricing took place with the OSC and TrustSTFC noting the significant rising costs that the club is facing (c17%) and the need to continue to invest on the pitch so we can achieve our aim of promotion. However, OSC and Trust flagged the need to keep prices as low as possible given cost of living crisis that supporters are facing. RA noted that aim is to simplify pricing structure with one 'early bird' price with prices then moving to set rates. Also noted removing the Family 2 category due to lack of demand. OSC and Trust agreed to simplifications with a suggestion we look at increasing loyalty bonus points for those long term season ticket holders. RA set out the initial c5% increase with prices rising to c10% which sees the Club try to absorb the rising prices that it is incurring. Trust and OSC agreed this was a good compromise noting the need to maintain competitiveness on the pitch and aim for promotion.
- 3.7 RA noted the Academy and Safeguarding updates. The Academy are building contacts with local football clubs as we look to give Academy players men's football experience. Safeguarding issues were noted and remain well managed with a joined up approach across the Club and Foundation.
- 3.8 RA updated all on health and safety issues both from a stadium perspective and more broadly across the business.



- 4.1 TH provided the STWFC update noting that plans are progressing re plans for the 23/24 season with STWFC looking to have a budget for players and coaches so that we can attract the best local talent with the aim of promotion. Upcoming rising ground regulation standards are being assessed which may impact the ability to play games at Foundation Park without further investment.
- 4.2 TH and RA noted that there will be Season Tickets available on the Club ticketing portal from £40 for Adults with the aim to have at least 5 games at the County Ground and most games in Swindon. MC is also liaising with JH and team re reaching out to grass root teams. Plans to have an STWFC home game at the County Ground on 2 April for the game v Southampton. James Watt is working on driving 23/24 sponsorship opportunities for STWFC team.
- 5.1 CK provided the OSC update with answers to questions updated in the OSC slides below. CK noted that greater communication from the Club via staff and players would be appreciated with more appearances on the 'Monday Night Show'. RA noted that changes in the players schedule has not helped but will look to deliver more appearances for supporters.
- 6.1 JS provided the Trust update and noted plans on shares in the Ground and the Community Fund will be announced at the Trust AGM at the Legends on the 22 March. Share purchase brochures will also be handed out at the game v Stockport on 25 March. Trust website is ready with detailed included on how to get shares.
- 6.2 JS also noted progress on the Museum, Statue, Sensory packs, fans play list and the plans on sustainability working with new Chief Sustainability Officer, Michael Doughty.
- 6.3 JS and CK thanked the Club for the work on providing food for the homeless and also the plans for the Warm Room and noted the great work by supporters Dean McMackin and Debbie Bunce in respect of these great community initiatives.
- 6.4 JS raised questions from Trust Members with answers provided in the following slides.
- 7.1 RA noted that DC have provided an update on Sponsors/Partners feedback noting the excellent food on offer in the STFC hospitality offering.
- 8.1 Next meeting 11 April 2023.



ADVISORY BOARD

Legal Update

BY CLEM MORFUNI

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"> Sale, Lease and JV agreements now finalised Exchange of contracts has taken place with funding from the Nigel Eady Trust Completion is expected in late March 2023 	On Track	<ul style="list-style-type: none"> Engagements with SBC and driving CG acquisition for 2023
Other Issues	<ul style="list-style-type: none"> The Club has been charged with a breach of the FA's funding regulations relating to the previous owner and alleged funding relationships he had in place. The Club will defend its position and likely plead mitigation given that Clem had no knowledge of these arrangements and the Club is being run in a open, transparent and proper manner under Clem's stewardship. The Club has now made its submissions to the FA and awaits further dialogue from the FA. 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 form the FA



Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Financial Update	<ul style="list-style-type: none"> Historic debts now estimated at c£890k, 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"> Assessing season ticket prices will aim for 6k season tickets, keen to get OSC and Trust feedback Pushing to get 10k home supporters each week Continue to work with STFC Foundation and Trust STFC with ticketing initiatives for schools and youth football clubs iFollow sales for those that cannot attend a game progressing well, this drives important revenue to the Club 	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"> Retail sales now underway in store and online. White away shirt discounted and selling well. 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 pretty much sold out for the season with limited availability on some matches 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. 	Amber	<ul style="list-style-type: none"> Continue to improve retail offering Looking for partners and sponsors for 23/24 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. Engagement started with Fan Engagement Index for the 21/22 results 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 poor behavior in the Town End with children being injured in goal celebrations. Club need to assess impact and risks to 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. 	Amber	<ul style="list-style-type: none"> Support Police with issues with small minority of fans Remind fans that poor behaviour will lead to bans from attending matches
Sustainability	<ul style="list-style-type: none"> With Michael Doughty now announced as Chief Sustainability Officer, the Club working with the OSC and Trust are looking to drive improvements to its environmental footprint and be a leading light in Sustainability OSC have an evening with Michael Doughty on 27 March at the Legends Lounge to drive sustainability awareness and raise funds to support sustainability plans Also have a 5k run with Michael ahead of the Stockport game on 25 March where we will also unveil a sports trainer recycling bin working with Michael, Hylo, the Supporters Trust and TSTBL 	Amber	<ul style="list-style-type: none"> Sustainability Strategy 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 - Museum Charity has been set up thanks to good work by TrustSTFC 	Amber	<ul style="list-style-type: none"> General stadium maintenance improvements



ADVISORY BOARD

Financial Update

BY ROB ANGUS

External Historic Debt Position	July '21	Mar '22	May '22	July '22	Sept '22	Nov '22	Dec '22	Jan '23	Feb '23
Debenture Debt	£2.95m	£2.95m	£2.95m	£2.95m	£0	£0	£0	£0	£0
HMRC	£1.46m	£309k	£158k	£0	£0	£0	£0	£0	£0
EFL Hardship	£1.04m	£690k	£690k	£690k	£515k	£515k	£515k	£465k	£465k
EFL Covid Variation Loan	£119k	£99k	£79k	£79k	£79k	£60k	£60k	£60k	£60k
Bounce Back Loan	£50k	£43k	£41k	£39k	£35k	£35k	£35k	£35k	£35k
SBC	£370k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k
Puma (Aged)	£190k	£0k	£0	£0	£0	£0	£0	£0	£0
Contractual disputes	£570K	£500k	£450k	£350k	£350k	£250k	£210k	£210k	£190k
Contractual disputes - Football	£130K	£45k	£40k	£40k	£40k	£30k	£30k	£30k	£20k
Trade Creditors (Aged)	£432k	£0	£0	£0	£0	£0	£0	£0	£0
Football Debtors (Aged)	£120k	£0	£0	£0	£0	£0	£0	£0	£0
Total	£7.4m	£4.7m	£4.5m	£4.2m	£1.1m	£1m	£970k	£920k	£890k



ADVISORY BOARD Agreed Season Ticket Pricing 23/24 for discussion

Ticket type	22/23 Price		23/24 Price Initial 8 weeks	23/24 Price Post initial	23/24 Price increase	
	Renewal	New	Early Bird	Post Initial	Initial %	Post %
Adult Side Stands	£370	£400	£390	£405	5	9.5
Over 65 Side Stands	£280	£320	£290	£305	3.5	8.9
Under 21 Side Stands	£160	£160	£170	£175	6	9.4
Under 18 Side Stands	£130	£130	£135	£140	3.8	7.7
Adult Town End	£350	£380	£370	£385	5.7	10
Over 65 Town End	£270	£290	£280	£295	3.7	9.3
Under 21 Town End	£150	£150	£160	£165	6.6	10
Under 18 Town End	£120	£120	£125	£130	4.2	8.3
Under 11	£40	£40	£40	£45	0	12
Family 1 (1 adult and 1 U18)	£440	£440	£460	£485	4.5	10.2
Family 2 (2 adults and 1 U18)*	£740	£740	£830	£850	12	15

Disabled persons tickets at age related category up to a max. of Over 65 pricing (no one will pay more than £290/£305 with a free carers ticket if required)

Following feedbackk adjusted prices down as per the Attached with c5% price rises in most categories, for initial period of 8 weeks following by 10% rise in line with current inflation rates.

Looking to discuss further as Club balance rising costs (17% Food and Energy cost increases) and increased football squad investment with impact on Supporters being able to afford season tickets in difficult Economic climate for everyone.

Also do we simplify and look at one single price rather than New and Renewal pricing?

* Suggest lose category as not many purchased

League 2	League 1
Stevenage - £400	Plymouth - £465
Orient - £400	Derby - £432
Northampton - £430	Peterboro - £529
Mansfield - £375	Wycombe - £494
Grimsby - £440	Portsmouth - £439
Tranmere - £500	Cambridge - £459
Crewe - £405	Cheltenham - £481
Walsall - £527	Lincoln - £425
Wimbledon - £580	Rovers - £410



Workstream	Progress/Achievements/Comments	Current RAG	Comments/Actions to Green
Assess Academy Quality	<ul style="list-style-type: none"> • Support from Coles Scaffolding to make improvements to training ground re analysis towers and shooting nets • Academy Technical Board held in January 2023 to assess player pathways • Links being built with non-league teams from Chippenham, Melksham, Wantage Town, Highworth Town, Harrow Borough, Northleigh and others to ensure Academy players get men's football experience 	Amber	<ul style="list-style-type: none"> • Review ongoing
Plans for Better Facilities	<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 • Ben Hawkins has taken role at Williams F1 so now looking to recruit to replace for Player Care role in the Academy. Ben has done a great job and we thank him for all his efforts in helping to make big improvements in the Academy in his time with us. 	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 2 new concerns raised over the month 1 Raised by Foundation about one players welfare at home 1 Raised by the academy around establishing parental responsibility Academy staff all assigned new High Speed Training course for CPD</p> <p>Safeguarding Risk Register New DBS checks to be carried out for new staff</p> <p>Policy Tracker Review Transport Policy for Academy players and lone travelling</p> <p>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



ADVISORY BOARD

Swindon Town Women FC

BY TOM HARTLEY

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 into the main operations of STFC On-going collaboration with STWFC committee to understand all elements of club business Aim to be fully transitioned by the start of the 2023/24 season 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 	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"> Plans in place to hold STWFC fixture v Southampton Women (2nd April 2023) at the County Ground Discussions with Community Foundation and Football Foundation to understand what is required for future-proofing Foundation Park as a permanent home for STWFC in seasons to come – meeting T3 and T4 ground regulations 	On Track	<ul style="list-style-type: none"> Finalise bookings with Community Foundation for 2023/24 season
Office Space & County Ground Facilities	<ul style="list-style-type: none"> Office space is being utilized at the County Ground by STWFC 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 1, 3, and 5 year plan 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 Finalizing plans with Community Foundation for agreed player pathway 	On Track	<ul style="list-style-type: none"> Development of strategy with involvement from key stakeholders across the club and community



Subject	Details	Current RAG	Comments
Ticketing Initiatives	<ul style="list-style-type: none"> Will the Club consider bringing back kid for a quid we did a few years ago on Stratton bank ...it would bring in new fans 	Fan Query/ Concern	<ul style="list-style-type: none"> - Have £3 for Under 11s. Will look at pricing options for Stratton Bank if we have demand from home fans to open
CG Purchase/ Redevelopment	<ul style="list-style-type: none"> We have plans to re-develop the County Ground which will obviously cost millions of £. Where will this funding come from, and will the recent interest rate rises impact our ability to finance it? Once the county ground purchase is completed. Can you ask what the plan is for the car park at the county ground for non match days? Ie away games parking should be free and maybe a pass for season ticket holders for other non match days ? I read the re-statement of Clem's principles and note he says he will not take a salary. However, what happens to money made for buying selling players? Is that his or the Club's? Also, with the fans taking 50% ownership of the ground, how would any profits from a hotel development be treated? Has that been clarified yet? 	Fan Query/ Concern	<ul style="list-style-type: none"> Funding for development at the moment will come from Club/Clem. Financing will be investigated once Master Plan for development carried out. Looking to take over car park working with MI Permit, one of our key sponsors Clem does not take a salary, money from selling players is reinvested in the Club. Profits from development will be reinvested in the Club and are relevant to those funding the development
Accounts	<div data-bbox="410 843 1037 1001" style="border: 1px solid black; padding: 5px;"> <p>11 Related party transactions</p> <p>Other transactions with directors During the year, transactions were undertaken between the company and Directors on an interest free basis. At the year end the balance due to those who were Directors during the year was £2,667,372.</p> <p>Loans were also provided to the company during the year by Axis Football Investments Ltd, of which Mr C G B Morfunt is the controlling party. At the year end the balance owed to Axis Football Investments Ltd was £1,616,020.</p> </div> <ul style="list-style-type: none"> Does this mean that Clem/Axis have loaned money to STFC ? 		<ul style="list-style-type: none"> Yes monies loaned from Clem/Axis with no repayment date and at 0% interest
Communication	<p><u>Answered</u></p> <ul style="list-style-type: none"> I'd like to know when Clem, Rob and Sando are coming on to OTS to talk through the transfer window, etc 		<ul style="list-style-type: none"> This is being planned



Workstream	Progress/Achievements	Current R/A/G	Actions to Green / Comments
County Ground: Development and Shares	<ul style="list-style-type: none"> CG Exchange occurred and deposit paid for CG purchase. Completion due before end March 2023. Trust have completed proposals for voting shares and options for fans to purchase these. James S has now completed the website functionality for fans to purchase and gain a certificate of ownership. This will include adult voting shares and under 16 shares (no voting rights). A full marketing campaign on these will occur including all media outlets. Prospectus for the supporters to buy shares in the CG has been reviewed, updated and is now with the printers for printing. Trust board members will be giving these out to interested fans at home games prior to STFC games in March. 	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. Phase 2 to providing the full purchase capabilities for fans of voting shares in the CG will be ready by end of Feb ready for launch in March. Phase 2 work now complete in preparation for the sale of Voting Shares in the County Ground 	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"> Stadium walk around to occur soon with Steve M and Clem so that we can discuss location and siting for later in the year. Planning applications will need to be submitted also. Clay version of statue on-track for completion by end of March. Plan is to share full update with club and supporters in April. 	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"> Charity has been approved so 'Swindon Town Football Club Museum' is now a registered Charity. Vic Morgan (OSC) and Paul Hedges (TrustSTFC) have been appointed as Trustees along with Rob A, Dick M & Keith C. Keith Coatsworth has agreed to be treasurer and Paul Hedges Secretary Second Trustees meeting held 24th Feb. Stephen Trowbridge MBE has agreed to become a Trustee and forms etc will be processed in next couple of weeks. Steve adds a great deal of business know how along with past experience in the Charity sector along with being a main STFC sponsor through his company First City Group. After significant challenges Keith Coatsworth has succeeded in opening the Museum bank account and is now working to set up an account with Just Giving. A list of volunteer jobs was created and discussed, and next actions will be to create job descriptions. Once Just Giving is available we will look to promote the Museums aims and hopefully some cash reserves. First expense will be establishing a storage facility where items can be received and itemised. Early discussions have been had to consider the best platform for the Museum web site which would include all the back end admin necessary. 	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. Survey produced and provided to the club for review. Looking to get survey our soon, results of which will help us prioritise initiatives to improve atmosphere/CG experience. Created an initial fans play list for home games and with Trust and OSC for review, we will ask fans to vote on a new STFC Song for when the players come out. Talking to fans groups about how we create singing areas in each CG stand and how we co-ordinate this. 	On Track	
Environment & Sustainability	<ul style="list-style-type: none"> Green Football Weekend: in conjunction with the Foundation and the Club, on the weekend of 4/5 Feb we managed to jump 20 places as a fanbase in terms of the number of pledges fans made to look at their own environmental impact. We climbed the GFW table from 65th on Saturday morning and ended the weekend on 44th out of all Premier League, EFL and non-league clubs. Aim for 2023 should be for the fanbase, Foundation and Club to work towards a top 30, if not top 20 finish. Work on the Michael Doughty event on 27 March continues and also the MD trainer initiative that week also, more details to follow on this. 	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	
Diversity & Inclusion	<ul style="list-style-type: none"> BS working with Debbie & STFC to arrange a warm room for Monday, Tuesday, Thursday, and Friday from 10 - 4. It will be in the junior Robins suite in the Don Rogers stand, it's a great room, with a good little area to make teas and coffees and plenty of tables and chairs. We are looking for more volunteers to get going. Any help you can give will be greatly appreciated. Background information: Some people & fans are struggling to pay the bills with the costs of living crisis and to warm their homes in colder weather. BS working with STFC Shane & Andy, Swindon mums like Joanne to arrange a football game to celebrate the youth & raise awareness about the anti-knife crime initiative. Background information is the recent youth crime knife stabbings and the loss of a Swindon youth by knife crime. Last week saw another incident in Park South. Grassroots football has the power to give youth activities to get involved in and many other things to do to build or rebuild their lives. 	On Track	

Questions from Fans for AB

Questions	Answers
Setting aside the debt servicing (which seems to be going very well, thank you), does the club trade at a profit, break even or loss on a monthly basis. If at a loss, can we have some idea of the amount of the trading loss and how it is being provisioned for.	Loss on a monthly basis. Expecting c£500k loss in current financial year. Plan is to break-even and re-invest any profits made back into the Club
What are STFC doing to commemorate the 60th anniversary of the Bert's Babes 62/63 promotion winning side? Horrible to say, but may be last major anniversary with many players still alive.	Open to ideas and Club and OSC will pick up with Andrew Hawes from BBC Wiltshire who is working on something
Thanks in advance for asking these questions; please do understand they are asked purely from a position of love for the club and its fans, and asked without prejudice.	
<ol style="list-style-type: none"> Do we and our subcontractors pay all staff (including kiosk, hospitality and security) the national living wage? Thank you for sharing the full accounts; The answer to this might be in there anyway so apologies for a lack of financial literacy. Can we clarify how much of the long-term debt is in the form of directors' loans and at what interest rate? When are the one, three, five and ten-year plans going to be delivered and why have the club reneged on the commitment to deliver them? They were promised more than 18 months ago. Does Zav Austin qualify as a Relevant Person in the eyes of the EFL, and if so, what was the result of his going through the Owners' and Directors' Test? Have we hired a perm Club Secretary yet? 	<ol style="list-style-type: none"> Pay more than national minimum wage to some and minimum wage to others, depends on roles and suppliers £4.4m is long term debt to Clem/Axis at 0% interest rate – as per 2022 accounts Being worked on and will be more 1-3 year given difficulty of longer term plans Legal team reviewing position Have an interim in place and assessing position
Next season STFC should do what Bradford City did this season reduce the season ticket prices.	
This will bring more fans back for the future of the club.	
£25 per game (on the day) is to much for Div 4 football.	Feedback noted but need to ensure that revenue comes into the Club to help with making the club financially sustainable and also to ensure we can be competitive on the pitch given financial fair play rules in the EFL



- 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