

STFC Advisory Board
December 2022





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 – Tim Hall
- 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



December Executive Summary

- Historic external debt now down from c£7.5m to c£1m 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
- Plans for a Sponsors/Partners STFC Business Club being discussed
- Work progressing on STWFC integration and a plan and budget for 23/24 being prepared with aim of getting promotion to Tier 3
- Plans for Don Rogers Statue progressing well by Trust STFC with Clay prototype model underway
- Trust and OSC continuing work on ideas to improve atmosphere at the County Ground
- STFC Community Foundation continuing strong work to support local community with Dementia Café, work supporting Barnardo's Projects and a successful trip to Zambia delivering football development programmes and much needed donations



Attendees – Clem Morfuni (CM), Don Rogers (DR), James Spencer (Trust STFC) (JS), Christine Kyle (OSC) (AR), David Coe (DC), Tim Hall (STWFC) (TH) and Rob Angus (RA).

Apologies, Zav Austin (ZA), Jon Holloway (JH) and 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.

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 due in next few weeks

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

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

Action – RA to look into Data Privacy question



- 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.
- 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.
- 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£1m. With all repayment plans on track and the majority of the debt owed to the EFL on interest free loans.
- 3.2 RA noted that half season tickets and 6 game match bundles providing good ticket price savings were now available. Work continues 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 now in store ahead of the Christmas rush.
- 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 EFL are setting out behaviour guidelines for Clubs to follow in respect of poor behaviour. STFC will follow these guidelines and work to ensure behaviour in ground is acceptable and respectful of all fans.
- 3.6 RA noted the Academy and Safeguarding updates where improvements continue to be made.
- 4.1 TH provided the STWFC update and noted that work on a transition plan was progressing with support from Mandie Coe. Regular financial updates are also now being shared. TH working with committee on preparing a plan for the 23/24 season including budgeting and what it would take to get promoted from tier 4. Reviewing how best to alter the constitution to ensure that STWFC does not miss out on any funding opportunities.
- 4.2 TH noted it was great to have another game at the County Ground for the match v Plymouth with c400 attending. The last 2 games of the season will be at Foundation Park and considering another double header at the County Ground. TH noted that James Watt had helped to finalise commercial deals for some of STWFC existing sponsors and is working to support to find more STWFC sponsors. CM requested a meeting with TH, Mandie Coe and the rest of the committee to go through the Plan for the 23/24 season. **Action – RA to arrange meeting with CM to discuss STWFC plan for 23/24**
- 5.1 CK provided the OSC update with a question on whether the funding of the ground would be impacted by the higher interest rates which CM noted should not be the case given the support from the Nigel Eady Trust. Request also made for a 5 and 10 year Plan which RA will pull together but broadly it is to purchase the ground, stabilise the financial position and progress on the pitch up the leagues. Questions on Loyalty Points system was raised and RA noted that always looking to balance this for fairness but also the time we have to sell tickets, to date we have only sold out 1 away fixture. A question was also raised on data privacy which RA will look into. **Action – RA to share a 5 and 10 year Plan. Action – RA to look into Data Privacy question**



- 5.2 CK raised the question regarding whether secure cycle parking could be provided and JS noted the work the Trust were doing on how we can be more environmentally sustainable which RA was supportive of. CK and JS to discuss further as to how this idea could be aligned with the Trust's work on environmental friendly ideas.
- 5.3 CK raised the question on the use of Stratton Bank to which RA stated Club is keen to use but we need to have the demand from fans to open this part of the stadium which costs money to open, if the demand is there and the rest of the stadium is full then the Bank will be opened. CK asked if the JV would own the green space of land behind the Don Rogers Stand to which RA replied that it would do and all would be assessed as part of development plans.
- 5.4 CK also raised the question of how to get faster service in the kiosks and bars to which RA stated the Club are always reviewing and seeing what could be done and are considering pre-booking apps. CK raised the question re the Club's actions as part of EFL Together – Supporting Communities to which the Club and Community Foundation have put out press releases stating the work done in this area
- 5.5 CK raised a question re international fans and noted that the OSC have created a number of international groups as part of the OSC. RA noted that fans abroad can support the club by purchasing iFollow season tickets.
- 6.1 JS provided the Trust update and noted that the plans for the statue of Don Rogers was progressing well with a granite base agreed upon by members and a clay model prototype underway.
- 6.2 JS noted that the Trust was picking up with the OSC on how we can increase the atmosphere in the County Ground and will meet with plans to put to the Club in the next few weeks.
- 6.3 JS asked the question re alcohol sales in the Town End to which RA answered that we trialled this last year but the demand did not justify the costs so have not looking at this right now until we know there will be sufficient demand given the costs of providing the service.
- 7.1 DC provided the sponsors/partners feedback and noted that there is a 2nd meeting of the proposed STFC business Club with at the moment c14 inaugural members discussing this proposal, all will pay an annual fee which could be invested in Club projects. The aim is for this to be a results and action orientated group.
- 8.1 RA provided the Community Foundation update as supplied by Jon Holloway. Successful launch of the Memory Café with thanks to Don Rogers, John Trollope and Rob Angus for attending and giving a Q&A session as the special guests. The next Memory Café is Thursday 15th Dec from 10am -12noon at Foundation Park. Currently collecting food donations at Foundation Park to deliver to the Swindon Food Collective on the Thursday 15th December. Anyone is welcome to drop foods into reception at FP. Latest 'Football Fans in Training' graduation before Saturdays match and John Trollope will be presenting the certificates at Foundation Park. Wednesday 14th December is the Barnardo's Project Me graduation event, where 60 local school children will attend Foundation Park for a special morning of activities to celebrate the completion of the 10 week programme. Last week 4 Community Foundation staff visited Zambia to deliver a week of Football Development programmes as well as distributing 1.25 tonnes of donations that including over 1000 pairs of football boots, 1500 football shirts, 60 coaches kits and tracksuits, and 60 full football playing kits. It was an extremely successful week, in a part of Africa that Swindon Town FC is very well known from this long-term partnership that was set up in 2009.
- 8.4 Next meeting due on Tuesday 10 January at 9am



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), Mercedes and Jewell 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 and Greg Callard (Royds Withy King) going well, finalising JV, Sale and Lease agreements etc for County Ground purchase. SBC have approved County Ground acquisition by JV Legal and funding discussions continue, with positive discussions with Nigel Eady Trust Fund Long stop 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. 	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£1m, 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"> Half Season tickets now on sale along with 6 game bundles driving good ticket pricing savings Golden Ticket to Oz promotion with flights and accommodation paid for by Clem for 10 days in Sydney for a lucky season ticket holder if we get to 6k season ticket sales. Competition extended to include match day bundles and half season ticket sales Continue to work with STFC Foundation and Trust STFC with ticketing initiatives for schools and youth football clubs Game v AFC Wimbledon on 10 December will be our Christmas Jumper game with all fans encouraged to wear their Christmas jumpers and get into the festive fun! 	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"> More stock of 1st, 2nd and 3rd kits are shortly to be due in the shop ahead of the Christmas rush Black Friday sales went 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 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 plans to offer new products and more outside food offerings 	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 Damage to Town End seats and toilets by our own supporters is disappointing, along with pitch invasions. Predominately driven by groups of U16s. People who are found to be damaging Club property will be prosecuted and banned. A number of recent reports of racist 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
Debenture Debt	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£2.95m	£0	£0	£0
HMRC	£1.46m	£385k	£309k	£234k	£158k	£82k	£0	£0	£0	£0	£0
EFL Hardship	£1.04m	£690k	£690k	£690k	£690k	£690k	£690k	£515k	£515k	£515k	£515k
EFL Covid Variation Loan	£119k	£99k	£99k	£79k	£79k	£79k	£79k	£79k	£79k	£60k	£60k
Bounce Back Loan	£50k	£45k	£43k	£41k	£41k	£40k	£39k	£38k	£35k	£35k	£35k
SBC	£370k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k
Puma (Aged)	£190k	£0k	£0k	£0	£0	£0	£0	£0	£0	£0	£0
Contractual disputes	£570K	£500k	£500k	£500k	£450k	£450k	£350k	£350k	£350k	£350k	£250k
Contractual disputes - Football	£130K	£45k	£45k	£40k	£40k	£40k	£40k	£40k	£40k	£40k	£30k
Trade Creditors (Aged)	£432k	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Football Debtors (Aged)	£120k	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£7.43m	£4.83m	£4.76m	£4.66m	£4.53m	£4.45m	£4.25m	£4.09m	£1.1m	£1.1m	£1m



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 	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 2 new concerns raised over the month Both of these are staff concerns for well-being</p> <p>Safeguarding Risk Register DSO completing the DBS checks of all new staff and review of all safeguarding policies</p> <p>Policy Tracker New Match Day Policy regarding unaccompanied U16's being moved to over the age of 14. DSO to meet with Shane Hewlett again for next month to continue this joined up approach. Risk register renewal alongside SH & Noel Jeffs. This will create a joint register for supporting match day safeguarding.</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 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 Amount agreed to refund players for payment of 2022/23 playing fees. No playing fees will be charged moving forwards Opportunity to develop strategy for commercial, media and football, utilizing skills, knowledge and resource at STFC. Recent integration meeting held with agreed process in place moving forward including external support with this via Mandie Coe 	On Track	<ul style="list-style-type: none"> Weekly / Fortnightly meeting to track progress and aid smooth transition List of players requiring repaid fees collated and transactions to be completed Develop strategy for commercial, media and football business
Playing Kit	<ul style="list-style-type: none"> STWFC received new green kit, which was worn in FA Cup fixture at County Ground Exploration of up to date red kit for STWFC teams, across 2022/23 season and 2023/24. Coaching kit delivered, printed and being used across all three teams FA Cup fixture saw the 1st team wear the new home Women's kit with sponsors Walker Logistics & Gel Studios providing support STWFC 1st Team Kits order for 2023/24 underway as part of wider club order 	On Track	<ul style="list-style-type: none"> Further discussions in to use of red kit and coaches kit, and how this is integrated with current stock
Foundation Park and County Ground Fixtures	<ul style="list-style-type: none"> Exploration with Community Foundation for fixtures at the venue for STWFC 1st Team and Development Team for entire 2023/24 season. This move will see STWFC utilise the facility every Sunday through the season for games, or training where there is a break in fixtures First Double-Header game taken place at County Ground, with STWFC securing a 10-0 win and setting a record attendance of 720. Second fixture took place at the County Ground in the FA Cup with c400 attending against Plymouth Argyle 	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
Media & Engagement	<ul style="list-style-type: none"> High level of engagement in the build up, delivery and post-game reaction to double-header fixture Opportunity to develop media and engagement plan with STFC media team, providing frequent and consistent news and updates from STWFC Huge engagement reached as part of the recent fixture played on the County Ground 	On Track	<ul style="list-style-type: none"> Development of media and engagement plan
Expenses Bursary for Coaches	<ul style="list-style-type: none"> Finalising tiered expenses budget for STWFC coaching and support team. When agreed, process and tiering system will be shared with coaching team 	On Track	<ul style="list-style-type: none"> * Agreement needed on proposed bursary figures



ADVISORY BOARD

Swindon Town Women FC

BY TOM HARTLEY

Workstream	Progress/Achievements/Comments	Current RAG	Actions to Green / Comments
Office Space & County Ground Facilities	<ul style="list-style-type: none"> Office space made available to STWFC so women's team can have a permeant and physical presence at the County Ground STWFC will take up space previously used by Swindon Town Academy Space made available to STWFC to undertake pre-game analysis sessions in spare hospitality rooms in Arkells stand on Thursday evenings prior to training 	On Track	<ul style="list-style-type: none"> Office space to be prepared, ready for STWFC to move in
Away Game Travel	<ul style="list-style-type: none"> To ease travel to away games, scoping possibility of coach hire or minibus use to transport players to away fixtures Opportunity to use Academy and Foundation minibuses when available Use of Foundation minibus recently for fixture away to Plymouth Argyle 	On Track	<ul style="list-style-type: none"> Remaining fixture schedule mapped for intended use of minibus & coach travel
Aligned Player Pathway & Training Facilities	<ul style="list-style-type: none"> STWFC will align the player development pathway with the Community Foundation – Opportunity to continue scoping the pathway and support for coaches working across all women's football activities Aligned pathway creates clear opportunity for players emerging from the Foundation pathway to be signposted to STWFC teams if appropriate Aligned pathway and concentration of 3x STWFC teams reduces competition for players with grassroots clubs in the region and highlights clear opportunities for aspiring female footballers in the region 	On Track	<ul style="list-style-type: none"> On-going conversations and collaboration between STWFC and Community Foundation
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 2022/23 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



ADVISORY BOARD

Subject	Details	Current RAG	Comments
Funding/General	<ul style="list-style-type: none"> Will the funding of the ground be significantly impacted by the current interest rates ? January transfer funding has been said to be competitive (from last meeting minutes), what specific positions will be looked at ? Does the club have a 5 or 10 year plan and, if so, can any aspects of this be shared with the fans ? 	Fan Query/ Concern	<ul style="list-style-type: none"> Not expecting to due to support from Nigel Eady Trust Fund Always looking to strengthen There is Plan and will look to share
Ticketing	<ul style="list-style-type: none"> Recently the ticket office has put a 1st priority to fans with 360 points which I have no issue with. However, the next window is 260 points (all season ticket holder 5.5k fans). Surely there should be a level in between that ensures that season ticket holders who go to half the away games get loyalty rewarded Non receipt of tickets through post for Northampton game, told by staff in the shop to let them know by Christmas Eve and only then will replacement tickets be printed – does not leave a lot of time I've some questions about Data Privacy and the consent option for children, particularly in view of the loyalty program. You can set up a child's account (or they could) but there isn't any requirement for consent from their parent. This applies to anyone under 13. I'm just wondering, given data could be used so much more cleverly off the pitch, what is in plan to 1. Make the club and it's websites compliant, then 2. How data can be used to improve customer experience. 	Fan Query/ Concern	<ul style="list-style-type: none"> Communicated with Vicki and confirmed process to person asking question RA will review data privacy question
Facilities	<ul style="list-style-type: none"> With the change in weather and the roads getting worse and worse, can secure cycle parking be provided ? Why do the club not make use of Stratton bank on match days, why not charge fans £15 to stand and get some revenue ? Who owns the large area of grass behind the Don Rogers stand ? If the club own this land, have they considered turning into car parking for match days? More revenue We have a disabled parking space for the season, by the hedge near Don Rogers stand. Please can the numbers on the ground be marked more clearly, so that all drivers know exactly where to park ? 	Fan Query/ Concern	<ul style="list-style-type: none"> CK to work with JS on aligning environmental and travel questions Need demand to open Stratton Bank due to costs Club will own land and will be assessed as part of development plans Numbers will be repainted when weather allows
Catering	<ul style="list-style-type: none"> Half time service at the coffee and snacks counter in the Legends Lounge is very slow mainly due to the card machine !!! Which sometimes causes frustration and people not bothering to wait in a long queue, the club are losing valuable revenue! On match days have food & drink stands outside the ground, more revenue, e.g Exeter Chiefs they have food and drink available everywhere. Can we have some decent burgers back inside the Don Roger's stand - one stand with burgers Last meeting stated that shelving was at a maximum, does this include the DR Stand – 300mm would have minimal impact 	Fan Query/ Concern	<ul style="list-style-type: none"> Club looking at ways to make process more speedy More outside food & drink stands on the way Burgers and Hot Dogs now available
Retail	<ul style="list-style-type: none"> Can you ask when there will be more stock of the home kit, especially in kids sizes. Will it be before Christmas ? 	Fan Query/ Concern	<ul style="list-style-type: none"> More stock of kit now in the Shop
Grassroots Football	<ul style="list-style-type: none"> If you could convey compliments on supporting grassroots football locally and internationally. I need some help with creating links with STFC & South Africa Pietermaritzburg Grassroots football. There is amazing know how that can be shared in the first instance on growing football teams. How can we help SA? 	Fan Query/ Concern	<ul style="list-style-type: none"> CK will raise with JH at Community Foundation



ADVISORY BOARD

Subject	Details	Current RAG	Comments
Community Initiatives	<ul style="list-style-type: none"> What are STFC are doing as part of the EFLs “Together – Supporting Communities” initiative? I have looked on our site and can't see anything under community other than the bravery award which is in archived from the 8th of July. 	Fan Query/ Concern	<ul style="list-style-type: none"> I have responded to the person who asked this with the details from Community Foundation post (30/11)
Social Media	<ul style="list-style-type: none"> This may have been brought up before, but the question I (and no doubt many other supporters have) is, the club has a marketing team that is happy to post regularly on various social media e.g. Facebook, but on every match day, the posts that are uploaded are inundated with lots of spam posts supposedly showing links to illegal online match streams, but for some reason these posters are never removed and the poster subsequently banned from being allowed to post again. Of course, there's always the possibility that they will just set up a new 'fake' account and post again anyway, but if the club are serious about taking the interest of the fans, then can we please ask them to take more action on this very annoying situation? Also, if these illegal posters see that the club IS taking action on this, then hopefully they'll take their spam somewhere else. One further point on this, if the marketing team say they haven't enough manpower to monitor every single post that is posted, then I'm sure there are more than enough fans of the club who would be willing to volunteer their services free of charge to help on matters like this. 	Fan Query/ Concern	<ul style="list-style-type: none"> I have communicated with Dave Wrixton on this and have passed response onto the person who asked the question. Media Team are constantly on this and will be reporting to Twitter
Junior Reds Rooms	<ul style="list-style-type: none"> Access has been reduced to only the Don Rogers Stand (main door locked) – why not accessible to all ? Last meeting confirmed all options for bars and hospitality being looked at and this includes Junior Reds room which may be replaced by Fanzone – will this be a family area still, ie no alcohol ? 	Fan Query/ Concern	<ul style="list-style-type: none"> Access now available via main door Will consider as look at Fanzone options
Stewarding	<ul style="list-style-type: none"> Town End - the stewards appear to have no control over the crowding of the area in front of the toilets where I often find it blocked off. I understand their job is not an easy one, but I can't help thinking that the club is paying for a service that's not being delivered. 	Fan Query/ Concern	<ul style="list-style-type: none"> Feedback will be provided to Stewarding team
International Fans	<ul style="list-style-type: none"> Is there scope for the club to introduce an international membership option?? Being in Australia it's very hard to feel part of the club as we miss out on the match day atmosphere and all that goes with it. Perhaps a membership with a digital subscription to stream games a virtual season ticket of sorts could be a consideration. I know here in Australia amongst our group it would be very well received. My second question is how can we become more involved with the club here in Australia. I'm a member of the OSC and we are establishing our Australian chapter but would welcome any chance to assist the club moving forwards 	Fan comment	<ul style="list-style-type: none"> I have explained about our affiliated groups and asked him to contact us regarding if he would like to set up a regional group iFollow season tickets available where revenue goes to the Club
Compliments	<ul style="list-style-type: none"> I would like to pass on my own, and many of my friends', congratulations and thanks to all involved at the club for the manner in which the club is now being run. Given the legacy problems from our previous owner it has been nice to see a much more professional approach nowadays. Reducing debt, the steps taken, so far, to purchase the ground and improve the current facilities, the greatly increased communication with the fans and the team flying high despite the protestations from some supporters (we all know better than the manager, don't we? 🙌) are greatly appreciated. 	Fan comment	<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"> • Shares to be offered after completion of sales, and campaign to be run via new website • 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 will go live formally early January with details on. 	On Track	
New Website	<ul style="list-style-type: none"> • Final review completed by board members and signed off. Site ready for go live. Website will go formally live in January to launch CG shares. <ul style="list-style-type: none"> • Delay due to much larger integration process than previously suggested 	Delay	
Statue	<ul style="list-style-type: none"> • Initial works to framing underway • Payment contract process started with sculptor, and being reviewed by TrustSTFC Board • Article sent out to members with survey on elements of statue – 93% approval 	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. • Trust to complete opening a charity for the Museum 	On Track	
Fan Engagement	<ul style="list-style-type: none"> • TrustSTFC and OSC met with Redcliffe Collective re: art murals in/around ground, discussions ongoing • James S working with OSC on ideas to improve the atmosphere in the ground and initiates. 	On Track	
Environment & Sustainability	<ul style="list-style-type: none"> • Trust compiled data of local supporters against digital heat map to suggest travel plans moving forward • Recent pop-up at The CG received positive feedback from fans 	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	
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	

Workstream**Progress/Achievements**

**TrustSTFC Member
Feedback/Qs
(Dec.. 2022)**

- Can the club provide information on why there is so little time between away ticket plans being announced and then going on sale?
 - member example: Barrow (A) ticket info on Wednesday afternoon, tickets on sale Thursday at 10am
 - Not enough time to make arrangements for getting to the ground, for those not able to use online
- What is the situation regarding alcohol sales in The Town End?

Sponsors Feedback

- The need for STFC to publish a Business Directory
- STFC to provide a calendar of events so that sponsors can more easily plan their diaries to attend relevant events
- Initial meeting of proposed STFC Business Club with next one due for 16 December to confirm initial members, structures and responsibilities



- 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