

ADVISORY BOARD

THIS MONTH'S MEETING Date & Time: October 12th 2023, 9am-11am

Attendees:

- Clem Morfuni Chairman, STFC
- Anthony Hall Chief Executive, STFC
- Lee Dover Head Of Operations, STFC
- Henry Port- Media, STFC
- Callum Knowles
- Mandie Coe Head of STFC Women
- Jon Holloway STFC Foundation
- David Coe Sponsors Representative
- Don Rogers Club Ambassador
- James Spencer Trust STST
- Christine Kyle Official Supporters Club

Agenda:

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

Apologies:

None

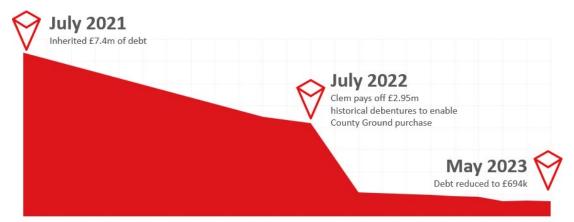
MONTHLY FINANCIAL UPDATE

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

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

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

As we look forward to the 23/24 season with the aim of promotion we really need your ongoing support if we are to get this club back to where it should be.



Jul-21 Aug-21 Sep-21 Oct-21 Nov-21 Dec-21 Jan-22 Feb-22 Mar-22 Apr-22 Jun-22 Jul-22 Aug-22 Sep-22 Oct-22 Nov-22 Dec-22 Jan-23 Feb-23 Mar-23 Apr-23 May-23 May-25 Jul-26 Aug-22 Sep-22 Oct-20 Nov-20 Dec-20 Jan-26 Feb-23 Mar-26 Apr-27 May-28 Jul-27 Aug-28 Sep-28 Oct-20 Nov-20 Dec-29 Jan-28 Feb-28 Mar-28 Apr-28 May-28 Jul-28 Aug-28 Sep-28 Oct-20 Nov-20 Dec-29 Jan-28 Feb-28 Mar-28 Apr-28 May-28 Jul-29 Aug-28 Sep-29 Oct-20 Nov-20 Dec-29 Jan-28 Feb-28 Mar-28 Apr-28 May-28 Jul-29 Aug-28 Sep-29 Oct-20 Nov-20 Dec-29 Jan-28 Feb-28 Mar-28 Apr-28 May-88 Ma

Note: Chairman Clem Morfuni has to-date injected c£6m into Swindon Town, to help stabilise the club finances.

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

External Debt	Jul 21	May 22	Jul 22	Sep 22	Nov 22	Dec 22	Jan 23	Mar 23	June 23	Aug 23
Debenture	£2.95m	£2.95m	£2.95m	£0	£0	£0	£0	£0	£0	£0
HMRC	£1.46m	£158k	£0	£0	£0	£0	£0	£0	£0	£0
EFL Hardship	£1.04m	£690k	£690k	£515k	£515k	£515k	£465k	£465k	£465k	£415k
EFL Covid Loan	£119k	£79k	£79k	£79k	£60k	£60k	£60k	£60k	£41k	£41k
Bounce Back Loan	£50k	£41k	£39k	£35k	£35k	£35k	£35k	£34k	£32k	£32k
SBC	£370k	£120k	£120k	£120k	£120k	£120k	£120k	£0	£0	£0
Puma (Aged - historic)	£190k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Contractual Disputes	£570K	£450k	£350k	£350k	£250k	£210k	£210k	£150k	£135k	£135k
Football Contract Disputes	£130K	£40k	£40k	£40k	£30k	£30k	£30k	£20k	£0k	£0k
Trade Creditors (Aged)	£432k	£0	£0	£0	£0	£0	£0	£0	£0	£0k
Football Debtors (Aged)	£120k	£0	£0	£0	£0	£0	£0	£0	£0	£0k
Total	£7.4m	£4.5m	£4.2m	£1.1m	£1m	£970k	£920k	£730k	£673k	£623k

GENERAL BUSINESS

Topic	Latest Update	New Actions noted from Meeting
Ticketing Commentary around attendances for the past month, along with details on season ticket sales, ticketing initiatives for schools and youth football clubs and iFollow.	 Season Ticket Sales are currently 5.1K. 3 Game Bundle is going on sale from mid -October, and will include the following games, Stockport, Mansfield & Barrow, the Barrow game will be half price as part of the three-game bundle. Please note the three game bundle commences from 11th November 2023 6 game bundle is going on sale for mid- November & will be for the following games, Colchester / Tranmere Rovers / Bradford City / Salford City / MK Dons / Harrogate Town, the final game of the six-game bundle will be free. Please note the six bundle games commence from 6th January 2024 Half Season, Season tickets will be on sale from mid-November with the first game being the Colchester game on the 06th January 2024 	
Sales & Marketing Summary of activities and current results. Our hospitality packages are very popular and we get tremendous feedback, however we are always looking to drive further use of the County Ground for parties, conferences and events. The retail store has also had a lot of investment in the past year, but we are always looking to improve.	 Retail sales now underway in store and online. 23/24 home and away kits now available and selling well, contact store@swindontownfc.co.uk for further details. Training wear and GK kits also now available Commercial and partnership opportunities are still available from larger to smaller including – stadium sponsorship, community ticketing initiative, and social media along with sponsorship opportunities for STFC Women, STFC Academy and STFC Foundation. Contact James for details james@swindontownfc.co.uk Conferencing & Catering bookings for non-matchdays and evenings is getting a further push with much space available for conferences, collaboration meeting space and parties and events. Hospitality packages for 1879 and Robins Suite are also available with Sales Manager, Rachel Burt ready to take bookings: rachel@swindontownfc.co.uk STFC Lottery scheme was launched 24th August 2023 and we have currently had 7 draws with multiple winners, winning varying amounts. We currently have 268 subscribers, we are looking to achieve a 1000 plus as this is a great way for the fans to directly influence revenue and gives the opportunity to win good cash prizes. 	
PR & Social Media Helps the club to maintain a positive image, engage with fans, and reach a wider audience.	 Following the last advisory board meeting the club and the OSC have met twice to see how the fan engagement can be improved with various ideas and initiatives discussed including the following; Free Car Parking for the fans at the County Ground who are travelling on the official coaches to away matches, we are currently looking into a ticket system for the car parking and will update further once we have the full details available / sorted out. More school visits with the players and coaching staff in the local community, recently we have had both Dan Kemp and Jake Young visit Croft Primary School. 	Other Items to be looked into. 1/. Half Term Stadium Tours 2/. Meet The Players 3/. Pop Up Shop at the Women's Games when played at the County Ground.
Fan Behaviour Positive behavior can enhance the club's reputation and create a welcoming environment, while negative behavior can result in fines and disqualification from competitions. It's vital that we promote positive fan conduct for a safe and enjoyable experience.	 EFL have issued fan behavior guidelines with automatic bans for pitch invasions and pyrotechnic usage. We do note that there was a fan pitch invasion (1 number fan) at the Reading match on Tuesday evening which we are now working closely with the police on this matter and will update further once the investigation has been completed. Concerns from Safety authorities re 'crowd surge' in the Town End which we need to try and mitigate as best we can to avoid restrictions being enforced on us in the Town End. The Safety Advisory Group (SAG) are continually 	

THE COUNTY GROUND STADIUM

Tonic	Latest Hudata	Now Actions noted from Mosting
Topic	Latest Update	New Actions noted from Meeting
The County Ground Stadium Custodians Ltd The stadium purchase completed on 24 March 2023 and it's great that the club and supporters now own the County Ground, thanks to the generous legacy left by Nigel Eady. Supporters can play a part by purchasing a voting share for £19.69 a year	 Joint Venture board meetings are now happening and now await feasibility study as we progress redevelopment plans. The County Ground Joint Venture board has been formally appointed with representatives from STFC this has been updated to reflect Rob Angus leaving the Club who is replaced by Anthony Hall, TrustSTFC and the Eady Trust. Further information will soon be shared with supporters via TrustSTFC. Lee Dover, Head of Operations & Stadium Development, is leading on the redevelopment for STFC. Feasibility study has been returned from Wrenbridge Sports, this is currently being reviewed by the JV and further. 	
Stadium, Health & Safety & Maintenance We all know the stadium needs significant work and investment, and following the recent purchase by the Joint Venture, safety and maintenance is an immediate priority area. We need to guarantee a safe and enjoyable environment and ensure the protection of players, staff, and fans.	 update will be provided at the next meeting. The stadium has undergone various updates over the summer months, we are now coming to the end of the essential maintenance works with the following activities completed and some remaining as works in progress Kiosks – finalising new roller shutters to each of the kiosks Arkells Roof – every single fixing to the roof will be replaced over the next two close seasons, you can see where the new fixing have been replaced along with the removal of the safety netting at both ends of the Arkells Stand. Painting to Structural steel works – Town End - Completed Stratton Bank – Barrier painting and removal of rust - Completed New Seating – On going Electrical Testing - Completed Emergency Lighting Upgrades - Completed Waterproofing to Arkells and Don Rogers Stand - Ongoing particularly as we are now approaching the winter months Ramboll Structural survey has been carried out (21st September 2023) reports are due this month and we will update once we have the reports for the next meeting. We have applied for planning permission for the new Digital Screen for within the ground working with Sporting Ads. Awaiting planning approval. A monthly health and safety meeting is set up to review issues and act on issues as they arise. This is chaired by Lee Dover, Head of Operations and Stadium Development. As part of our Joint Venture we are looking to establish a County Ground Community Network: If there are supporters who would like to get involved in future stadium work, please send your details via email to info@truststfc.com 	To be looked Into by the Trust; currently nothing received to date.
Sustainability Environmental sustainability is becoming increasingly essential for our football club. By implementing eco-friendly practices, we can reduce our carbon footprint, enhance our reputation, and attract environmentally conscious supporters and sponsors.	 With Michael Doughty now announced as Chief Sustainability Officer, the Club is working with the OSC and Trust to drive improvements to its environmental footprint and be a leading light in sustainability. Signing up to Pledgeball to support sustainability across football clubs Looking at re-useable cups for our kiosks and have undertaken a recycling audit and now looking to make improvements to the recycling bins in the ground 	

LEGAL UPDATE

Topic	Latest Update	New Actions noted from Meeting
Contracted Commitments The club is continuing to look at several contracts signed in the past and checking whether they are enforceable and appropriate. Every effort will be made to fight these contractual claims where possible. Outstanding items include Centerplate, DPDS (legal costs), HMRC (historic issues with Covid claims), Energy Bill, historic lease and Mercedes issue.	 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. We have no further update on this issue and are waiting for further contact from centreplate legal representatives 	No update, we are waiting for further instructions / information.
Car Hire This is from the previous owner where the club has been left with a car hire agreement for a Mercedes that was found in Switzerland.	• The Club, despite fighting that the debt is not ours, has now been left with no option but to reach a settlement figure and settle this debt.	
Lease Agreement Previous owner allowed a lease agreement to be entered into without agreement on subletting of where the academy offices are now sited with a previous tenant.	Club is now looking to settle this debt and costs.	
Football Association Investigation The Club has been charged with a breach of the FA's funding regulations relating to the previous owner and alleged funding relationships he had in place. The Club will defend its position and likely plead mitigation given that Clem had no knowledge of these arrangements, and the Club is now being run in an open, transparent and proper manner	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.	We have no update and await further information from the FA.

ACADEMY PLANS

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
Assess Academy Quality A high-quality academy is essential for the future success of our club. It provides a cost-effective way to develop homegrown talent and builds a strong team foundation for long-term success.	 Thanks to Coles Scaffolding for improvements to the training ground, re analysis towers and shooting nets. Links being built with non-league teams from Hereford, Chippenham, Melksham, Wantage Town, Highworth Town, Harrow Borough, Northleigh and others to ensure Academy players get men's football experience. Miles Obodo making his first team league debut from the bench at Bradford 9 Academy Players involved in fixture vs Reading as well as 2 Academy Graduates U18 Progression to Youth Alliance Cup Round 4 	 The shooting nets have still not been completed at Beversbrook behind pitch 14. Links between local non league clubs continue to be strong, with use of Melksham's pitches to host Floodlit Cup games. 2 boys currently on loan at local clubs to gain men's football experience.
Plans for Better Facilities Improved facilities including training, equipment, coaching, and community outreach, can attract top talent, enhance player development, and build positive relationships.	 Working to ensure there are better facilities for the Academy on an ongoing basis. Jamie Russell and Baillie Coupland visited Australia with Clem to look at setting up an STFC Academy in Australia with the benefits of an additional talent pipeline for STFC and generating revenue to support the club Working with Royal Agricultural University as we seek better facilities for the Academy 	 Work is continuing with links in Australia, Sutherland Sharks visiting currently and will play against academy side. Academy Games program successfully running at Royal Agricultural University U18 2 day training program successfully hosted at Royal Agricultural University
Safeguarding Update Crucial activity as it protects player welfare, upholds the club's reputation, helps us meet legal obligations, promotes positive player development, fulfills the club's duty of care, and cultivates a positive team culture.	 2 new concerns raised over the month 1 player safety on public transport 1 player injury End of month will be the FA Play Safe Campaign (30th September/1st October) All new policies now available on the Club Website Safeguarding committee due to meet for the first time in October. 	
Equality, Diversity, and Inclusion (ED&I) ED&I is essential in the academy as it promotes inclusivity, attracts talent, creates a positive team culture, provides education, fulfills social responsibility, ensures legal compliance, promotes fairness, and creates a level playing field.	 Had meeting with the EFL to discuss ED&I plan. Now need to review and update ED&I plans Jo Archer from Archers Recruitment, who is an ED&I expert has kindly offered to support 	

SWINDON TOWN WOMEN

Topic	Latest Update	New Actions noted from Meeting
Swindon Town WFC Integration Integrating the women's football team into our football club promotes gender equality, increases visibility and profile of the club and women's football, creates a stronger club community, and leads to improvements in player development and recruitment.	 3 home games held at CG with average of 300 attending each game OSC helped to recruit volunteers for CG games 	The Club is working to get more exposure for the women's team, the women's team have had a fantastic start to the season and it would be fantastic to see more fans at the home games and offer their support to the team. The Club is looking to have more fixtures at the County Ground. Further information will be provided on the Club Website.
Foundation Park and County Ground Fixtures Playing in or near the stadium boosts prestige, attracts fans, increases revenue, and promotes equality.	• FA Cup Fixture against Liskeard Athletic to be held 22/10/2023	
Office Space & County Ground Facilities		
Sponsorship Opportunities Sponsorship can help to cover the costs of things like training facilities, equipment, travel, and accommodation. Additionally, it can help to provide the women's team with exposure and visibility, which can help to attract fans and grow the sport.	James Watts continues to secure both existing and new sponsors, and recognise new sponsor opportunities.	
Long Term Strategy Our long-term strategy can help to ensure that the team has the necessary resources and support to compete at the highest level, attract talented players, and build a fan base.	Trust, OSC and STFC Business Group continue to support and help to increase the women's fanbase. MC & Tim Hall (Club Secretary) continue to attend online sessions to ensure that the women's club meet current criteria's set down by FAWNL and meet the new regulations going forward for clubs that have ambitions for Tier 3. Discussions taking place to try to ensure more training facilities.	

SUPPORTERS' TRUST



Topic	Latest Update	New Actions noted from Meeting
The County Ground The stadium purchase completed on 24 March 2023 and it's great that the club and supporters now own the County Ground, thanks to the generous legacy left by Nigel Eady. Supporters can play a part by purchasing a voting share for £19.69 a year www.votingshare.com www.truststfc.com	 Suggested layout and location for the Don Rogers statue was reviewed by the Trust board and well received. Further work with the club on this to agree everything and progress planning. Discussions with Eady Trust on this too. Separate meeting on the statue/fan zone to be arranged. Work continues on the next version of the Business Plan. Awaiting version 3 of the Wrenbridge report post feedback from the JV group to Wrenbridge 	 Agree statue base with Artist Agree statue location with Club Next meeting on statue/fan zone to occur. Review next release (V3) of Wrenbridge report.
Swindon Town Football Club Museum A new charity dedicated to preserving the history and heritage of STFC. Our mission is simple: to create a space where fans and visitors can explore the rich history of STFC, from its early days to its most recent triumphs.	 Andy Cossens has now listed more than 6,000 programmes. This includes every home programme from early 1960's with all away programmes excluding 73 from the 60's, 19 from the 70's, 5 from the 80's, 2 from the 90's and 2 from the 00's. A second copy is being created so there will be one for display and one to be preserved. Following Paul & Dick meeting with Library Studies Group Paul visited the Local Studies Section within the Swindon Library. Subsequently Vic & Andy are visiting. This should provide valuable social history for the 1969 project as well as some additional STFC artefacts and information Ongoing: Dick has also started to archive all scrap books and documents he already possesses along with passed accounts and meeting minutes. Following Clem's on the sofa interview when he suggested he needed to know how much space was required for the Museum Paul has emailed him to express the trustees appreciation of his support and to provide some information on space used at other clubs. One of the volunteers, Gilly Gray, has been scanning all photos to allow them to be included on the web site and for archiving. 	 Ongoing: Keith Coatsworth working with Andy to create a list of missing programmes Ongoing: Paul and James Spencer looking at possible use of excess programmes to raise funds Ongoing: Stadium wide displays to be reviewed, costed and planned Ongoing: 1969 Documentary to be progressed
Environment & Sustainability Promoting social responsibility and sustainability in order to set an example for supporters and the wider community.	 Bid for GWR Community Funding failed – feedback received – re-apply in 2024 Bike shed – Anthony Hall has received from Claire Fleming (SBC) an email about LifeCycle UK wanting to support bids. Anthony to take forwards September 30 v Grimsby – first "travel to game sustainably" fixture – anecdotally about 100 fans took part. Most walked. Comms successful but to be improved. More press needed. Need to repeat this fixture – my suggestion would be v AFC Wimbledon on 13 April. Chris to feedback to Anthony. 	 Repeat the sustainability fixture on 13 April v Wimbledon Beginning plans for Green Football Weekend (early Feb 2024) More media around sustainable approach for fans.
Fan Engagement and PR Encouraging supporters to participate actively and generate more noise in the stadium. Other Items Statue, NextGen, STFC Women, Diversity & Inclusion	 Trust page in the STFC programme is now occurring at each home game outlining Trust activities and updates. Good feedback on this and fans finding it informative. Feedback on Vic Morgan as announcer and Tannoy system has been positive so far since the beginning of the season. People able to hear much better in the Don Rogers especially at home games. Mostly positive on PA system, although have had 2 emails suggesting it is too loud in the Don Rogers stand. Diversity and Inclusion – We promoted and engaged with the UK South African Community about getting involved in STFC. They were really keen & some share updates also back in South Africa. Christmas – Trust working with OCS and the club on ideas for Christmas events at the CG/Club. 	

OFFICIAL SUPPORTERS CLUB

Topic	Latest Update	New Actions noted from Meeting
Live Event	Our first live event will be team members from 1985/86 promotion winning season – 22 November 2023 – many players have been contacted and accepted the invite, few we have no contact details for, but are working on this. Tickets are already selling well and we hope for a large attendance.	
Supporters Groups	Melksham Area Supporters Group get together at Melksham Town , ex players Phil King and Paul Bodin attended. International Groups – added France, Germany and Malta	
Sponsorship	Match Sponsor (members draws) v Grimsby 30 th September 2023 – great feedback from guest on the day (format, food etc)	
Charity of the Season	Darby Rimmer Foundation – we have raised over £3,300 – this is from our programme/book sales, remaining unclaimed match day draw monies from last season and various raffles.	
General	Continue to work with STWFC, ie sourcing volunteers for match day Media – support with Club initiatives ie My STFC journey, photo board, away day photos	

COMMUNITY FOUNDATION & SPONSORS

Topic	Latest Update	New Actions noted from Meeting
Community Foundation The club's separate STFC Community Foundation (a registered charity) that does amazing work in our local community.	Player visits from Dan Kemp and Jake Young at Croft Primary School on Tuesday 26 th September focusing on the importance of leading a Heathy lifestyle. Both players were excellent and were really engaged with the children • We are currently liaising with Jamie (Club Secretary) regarding Black History week at Holy Rood School. We have noted from the recently completed PFA Player Questionnaires, that there are a few 1 st team players that have expressed an interest in supporting EDI activities. This will take place on Monday 16 th October from 1.30-2.15pm. • The Girls Emerging Talent Centre is currently undergoing an FA Annual Audit and thanks to Jamie Russell for his club input and support with this audit. • Mandie kindly donated the STFC Women's kits that will be sent over to Zambia. Recent Events • Diabetes Awareness event held at Foundation Park by Public Health Swindon on Sat 7 th Oct. • PL Girls workshop delivered by Barnardo's focused on positive relationships and grooming — Thurs 28 th Sept. • C6 Football Education Programme Open Evening held at Commonweal School — Tues 3 rd Oct. • Refugees led sessions at Foundation Park — Tues 10 th Oct. • Dementia Friendly Memory Café — Thurs 12 th Oct. • Saturday Walking Football event v Newport County for over 60's — Showcasing at half time. • Oct School Holiday Courses — Over 350 children booked courses in Swindon and Marlborough. • Attending the Army Engagement event at the Deanery School - Wed 8 th Nov • Premier League Kicks Audit — Fri 10 th Nov. • Ukrainian Family event - Sat 11 th Nov — Over 100 people attending.	

SUPPORTERS Q&A

Answer
The Club holds a monthly Health & Safety meeting, chaired by Lee Dover, the Trust will be added to the meeting invite going forward, can the Trust please provide a contact email for the invite to be sent.
With regards to the SAG, this is not something that the Club is looking to extend invites to at present, we will review this annually and advise if the Club position changes.
Foundation have responded to this question back in August, no reply has been received to date. The Foundation have agreed to this request – Trust to look into this and respond.
Short answer to both of these questions is, no, and it is not within the Clubs hands to resolve these issues. Once the Club has been contacted we will update all.