



# ADVISORY BOARD

September 2023

# THIS MONTH'S MEETING

**Date & Time:** September 15 2023, 9am-11am

## **Attendees:**

- Clem Morfuni – Chairman, STFC
- Rob Angus – Outgoing Chief Executive, STFC
- Anthony Hall – Incoming Chief Executive, STFC
- Mandie Coe – Head of STFC Women
- Jon Holloway - STFC Foundation
- Stuart Woolard – Trust STFC
- Neil Hutchings – Trust STFC
- Steve Mytton – Trust STFC
- Andy Cossens - Official Supporters Club
- David Coe - Sponsors Representative

## **Agenda:**

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

## **Apologies:**

Don Rogers – STFC Club Ambassador

Christine Kyle – Official Supporters Club

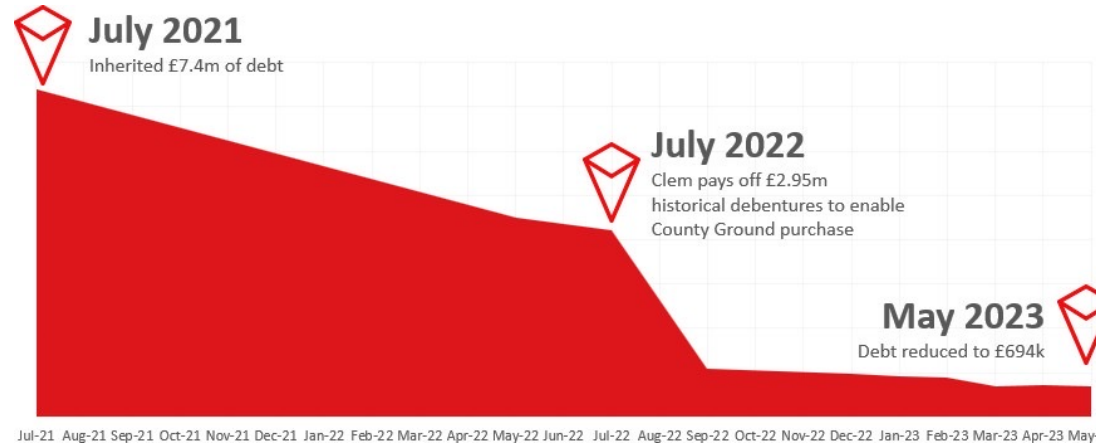
# MONTHLY FINANCIAL UPDATE

*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.



**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
<b>Total</b>	<b>£7.4m</b>	<b>£4.5m</b>	<b>£4.2m</b>	<b>£1.1m</b>	<b>£1m</b>	<b>£970k</b>	<b>£920k</b>	<b>£730k</b>	<b>£673k</b>	<b>£623k</b>

Topic	Latest Update	New Actions noted from Meeting
<p><b>Ticketing</b> Commentary around attendances for the past month, along with details on season ticket sales, ticketing initiatives for schools and youth football clubs and iFollow.</p>	<ul style="list-style-type: none"> <li>• <b>C5.1k season ticket sales to date. Payment options via Bank Transfer, Card payments in shop or over the phone and V12 financing. Season Tickets provide strong savings and also give us great support as we build our squad for 23/24 season.</b></li> <li>• Season ticket promotion up and running with a refund for a lucky season ticket holder if we reach 5.2k and a trip to New York if we reach 5.5k</li> <li>• Ticket sales for home games are available now. Hoping for bigger gates given exciting start to the season</li> <li>• Club ticket office working with Trust team to implement improvements to current email marketing</li> <li>• c250 tickets are being given out to youth football clubs and primary schools every match with the support of Trust STFC and our wonderful Community Foundation. More media support will be put into this next season.</li> <li>• iFollow is an important revenue stream for the Club which drives monies straight to us.</li> </ul>	
<p><b>Sales &amp; Marketing</b> Summary of activities and current results. Our hospitality packages are very popular and we get tremendous feedback, however we are always looking to drive further use of the County Ground for parties, conferences and events. The retail store has also had a lot of investment in the past year, but we are always looking to improve.</p>	<ul style="list-style-type: none"> <li>• Retail sales now underway in store and online. 23/24 home and away kits now available and selling well, contact <a href="mailto:store@swindontownfc.co.uk">store@swindontownfc.co.uk</a> for further details.</li> <li>• Training wear and GK kits also now available</li> <li>• 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 <a href="mailto:james@swindontownfc.co.uk">james@swindontownfc.co.uk</a></li> <li>• Conferencing &amp; 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: <a href="mailto:rachel@swindontownfc.co.uk">rachel@swindontownfc.co.uk</a></li> <li>• New STFC Lottery scheme launched and keen to get support as a vital income stream for the Club</li> </ul>	
<p><b>PR &amp; Social Media</b> Helps the club to maintain a positive image, engage with fans, and reach a wider audience.</p>	<ul style="list-style-type: none"> <li>• The Fan Engagement Index results were published, with Swindon Town being the biggest risers of the 92 clubs across England's top four divisions. We moved off the bottom of the standings and up 72 places to 20<sup>th</sup> <a href="https://www.swindontownfc.co.uk/news/2023/march/robins-biggest-risers-in-latest-fan-engagement-index">https://www.swindontownfc.co.uk/news/2023/march/robins-biggest-risers-in-latest-fan-engagement-index</a></li> <li>• OSC, Trust and Club to review to see what more can be done to raise our position in the index</li> </ul>	
<p><b>Fan Behaviour</b> Positive behavior can enhance the club's reputation and create a welcoming environment, while negative behavior can result in fines and disqualification from competitions. It's vital that we promote positive fan conduct for a safe and enjoyable experience.</p>	<ul style="list-style-type: none"> <li>• EFL have issued fan behavior guidelines with automatic bans for pitch invasions and pyrotechnic usage.</li> <li>• 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.</li> <li>• 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</li> </ul>	

# THE COUNTY GROUND STADIUM

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p><b>The County Ground Stadium Custodians Ltd</b>                      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  <a href="http://www.votingshare.com">www.votingshare.com</a></p>	<ul style="list-style-type: none"> <li>• Joint Venture board meetings are now happening and now await feasibility study as we progress redevelopment plans. Short term business plan to support STFC with urgent safety repairs has been agreed.</li> <li>• TrustSTFC surveyed voting shareholders for County Ground development ideas in April.</li> <li>• The County Ground Joint Venture board has been formally appointed with representatives from STFC, TrustSTFC and the Eady Trust. Further information will soon be shared with supporters via TrustSTFC.</li> <li>• Anthony Hall, Head of Operations &amp; Stadium Development , is leading on the redevelopment for STFC.</li> <li>• Initial meeting on feasibility study with Wrenbridge Sports with full study due end of August</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Latest Plans Have been received from Wrenbridge sports and will be reviewed before the next meeting where a further update will be provided.</b></li> </ul>
<p><b>Stadium, Health &amp; Safety &amp; Maintenance</b>                      We all know the stadium needs significant work and investment, and following the recent purchase by the Joint Venture, safety and maintenance is an immediate priority area. We need to guarantee a safe and enjoyable environment and ensure the protection of players, staff, and fans.</p>	<ul style="list-style-type: none"> <li>• We inherited an aging and neglected stadium and numerous issues have recently been identified. Club is working on a priority list of issues to rectify which will lead to a comprehensive set of repairs to be carried out in Summer 2023. Electrical testing and emergency lighting work now complete. New CCTV system due to be implemented ahead of the new season. c2k new seats procured to support with repairs to old seats as we get c20-30 broken each game.</li> <li>• Arkells stand repairs have been completed and safety improvements to Kiosks are underway</li> <li>• Looking at new Digital Screen for within the ground working with Sporting Ads</li> <li>• Pitch renovation has taken place, big thanks to Ecosolve, Advanced Grass Solutions (AGS), Top Turf, Sam Merrit and CGL Turf Care. All excellent partners who are helping us get the pitch in top condition being driven by our new Head Groundsmen, Matt Povey.</li> <li>• A health and safety regular meeting set up to review issues and act on issues as they arise.</li> <li>• 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 <a href="mailto:info@truststfc.com">info@truststfc.com</a></li> <li>• Electricians, plumbers, builders and other skilled trades people would be appreciated, the club also requires Doctors for Crowd and Team on match day, and trained First aiders</li> </ul>	
<p><b>Sustainability</b>                      Environmental sustainability is becoming increasingly essential for our football club. By implementing eco-friendly practices, we can reduce our carbon footprint, enhance our reputation, and attract environmentally conscious supporters and sponsors.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Signing up to Pledgeball to support sustainability across football clubs</li> <li>• 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</li> </ul>	

# LEGAL UPDATE

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p><b>Contracted Commitments</b></p> <p>The club is continuing to look at several contracts signed in the past and checking whether they are enforceable and appropriate. Every effort will be made to fight these contractual claims where possible. Outstanding items include Centerplate, DPDS (legal costs), HMRC (historic issues with Covid claims), Energy Bill, historic lease and Mercedes issue.</p>	<ul style="list-style-type: none"><li>• DPDS dispute has now been settled.</li><li>• 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.</li></ul>	
<p><b>Football Association Investigation</b></p> <p>The Club has been charged with a breach of the FA's funding regulations relating to the previous owner and alleged funding relationships he had in place. The Club will defend its position and likely plead mitigation given that Clem had no knowledge of these arrangements, and the Club is now being run in an open, transparent and proper manner.</p>	<ul style="list-style-type: none"><li>• 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.</li></ul>	

# ACADEMY PLANS

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p><b>Assess Academy Quality</b> A high-quality academy is essential for the future success of our club. It provides a cost-effective way to develop homegrown talent and builds a strong team foundation for long-term success.</p>	<ul style="list-style-type: none"> <li>• Thanks to Coles Scaffolding for improvements to training ground, re analysis towers and shooting nets.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The shooting nets have still not been completed at Beversbrook behind pitch 14.</li> <li>• Links between local non league clubs continue to be strong, with use of Melksham's pitches to host floodlit cup games.</li> <li>• 2 boys currently on loan at local clubs to gain men's football experience.</li> </ul>
<p><b>Plans for Better Facilities</b> Improved facilities including training, equipment, coaching, and community outreach, can attract top talent, enhance player development, and build positive relationships.</p>	<ul style="list-style-type: none"> <li>• Working to ensure there are better facilities for the Academy on an ongoing basis.</li> <li>• 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</li> <li>• Working with Royal Agricultural University as we seek better facilities for the Academy</li> </ul>	<ul style="list-style-type: none"> <li>• Work is continuing with links in Australia. Currently there are ongoing discussions regarding the setting up of an Academy in the Sydney area.</li> <li>• Academy Games programme from U9-U18 now all playing home fixtures at Royal Agricultural University, becoming a home for Academy.</li> <li>• U18 2 day training programme now hosted at Royal Agricultural University</li> </ul>
<p><b>Safeguarding Update</b> Crucial activity as it protects player welfare, upholds the club's reputation, helps us meet legal obligations, promotes positive player development, fulfills the club's duty of care, and cultivates a positive team culture.</p>	<ul style="list-style-type: none"> <li>• 2 new concerns raised over the month</li> <li>• 1 player safety on public transport</li> <li>• 1 player injury</li> <li>• End of Month will be the FA Play Safe Campaign (30th September/1st October)</li> <li>• All new policies now available on the Club Website</li> <li>• Safeguarding committee due to meet for the first time in October.</li> </ul>	
<p><b>Equality, Diversity, and Inclusion (ED&amp;I)</b> ED&amp;I is essential in the academy as it promotes inclusivity, attracts talent, creates a positive team culture, provides education, fulfills social responsibility, ensures legal compliance, promotes fairness, and creates a level playing field.</p>	<ul style="list-style-type: none"> <li>• Had meeting with the EFL to discuss ED&amp;I plan. Now need to review and update ED&amp;I plans</li> <li>• Jo Archer from Archers Recruitment, who is an ED&amp;I expert has kindly offered to support</li> </ul>	

# SWINDON TOWN WOMEN

This month's updates in **BOLD**

Topic	Latest Update	New Actions noted from Meeting
<p><b>Swindon Town WFC Integration</b> Integrating the women's football team into our football club promotes gender equality, increases visibility and profile of the club and women's football, creates a stronger club community, and leads to improvements in player development and recruitment.</p>	<ul style="list-style-type: none"> <li>• <b>Following recent review, decision was made to amalgamate the Development and U18s teams to offer a much clearer pathway into the first team.</b></li> <li>• <b>Second meeting to be held with players/parents of new Development team due this week.</b></li> <li>• <b>Media Team have increased women's presence on club website and in main programme. It was also raised that the OSC and STST are currently not visible enough at matches.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Meeting to be held every 4- 6 weeks going forward to review.</b></li> <li>• <b>Working well with STFC Media.</b></li> <li>• <b>OSC &amp; STST to address this going forward.</b></li> </ul>
<p><b>Foundation Park and County Ground Fixtures</b> Playing in or near the stadium boosts prestige, attracts fans, increases revenue, and promotes equality.</p>	<ul style="list-style-type: none"> <li>• <b>Awaiting release of FA Cup fixtures.</b></li> <li>• <b>Working with Media Team to promote games at both CG &amp; FP and improvements to Womens information page on club website.</b></li> </ul>	
<p><b>Office Space &amp; County Ground Facilities</b></p>	<ul style="list-style-type: none"> <li>• <b>First County Ground game taken place.</b></li> </ul>	
<p><b>Sponsorship Opportunities</b> Sponsorship can help to cover the costs of things like training facilities, equipment, travel, and accommodation. Additionally, it can help to provide the women's team with exposure and visibility, which can help to attract fans and grow the sport.</p>	<ul style="list-style-type: none"> <li>• <b>James Watts continues to secure both existing and new sponsors and recognise new sponsor opportunities.</b></li> </ul>	
<p><b>Long Term Strategy</b> Our long-term strategy can help to ensure that the team has the necessary resources and support to compete at the highest level, attract talented players, and build a fan base.</p>	<p>Supporters Trust, OSC and STFC Business Group continue to support and help to increase the women's fanbase.</p> <p>MC &amp; 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.</p> <p>Discussions taking place to try to ensure more training facilities.</p>	<ul style="list-style-type: none"> <li>• <b>OSC to explore providing transport for away fixtures</b></li> </ul>





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<p><b>The County Ground</b> 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 <a href="http://www.votingshare.com">www.votingshare.com</a> <a href="http://www.truststfc.com">www.truststfc.com</a></p>	<ul style="list-style-type: none"> <li>The next JV Business Plan has been drafted, which will cover the full financial year. Currently waiting on a detailed report from Wrenbridge which will provide additional content for the plan.</li> <li>Within the draft Business Plan is an Artist's impression of a fan zone area for the forthcoming 1969 Don Rogers League Cup statue, however agreement is still some way off. This has been shared with the JV board and the Eady Trust representatives were very supportive.</li> <li>Meeting held with Arts Council England which gave insight on project funding could be sourced through this route, if based on creativity and community. Projects up to £30k can be approved, and the recommendation was to deliver on a couple of smaller projects to prove the capability and then it's possible to pitch for larger amounts.</li> <li>Further thought required around the Community Ownership Funding (COF) and needs more discussion and ideas. James Mathie of Sporting Assets has recommended we target the corner of the Don Rogers/Stratton Bank and have this as a 'Community Corner'. Potential for up to £2m of funding, with the right case.</li> <li>Looking at Trust potentially funding c£8.5 of Concourse historical visuals in all stands working with the Museum. Could be 11 large visuals on display in the Arkells stand,, and 7 boards in Don Rogers, smaller and at a lower level so could contain text. Could launch around March n line with statue and 1969 League Cup room</li> </ul>	<ul style="list-style-type: none"> <li>Next JV Business Plan is now due, for shareholder vote, awaiting Wrenbridge and their feedback</li> <li>Agree on Don Rogers statue siting and possible surrounding area, JV board meeting to discuss this.</li> <li>Discuss Statue base with Alan Herriott</li> <li>Consider Arts Council approach and discuss possible funding</li> <li>Consider COF next steps</li> </ul>
<p><b>Swindon Town Football Club Museum</b> 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.</p>	<ul style="list-style-type: none"> <li>Andy Cossens has now listed more than 5,500 programmes.</li> <li>Paul &amp; Dick Met with Library Studies Group which includes many local charities, museums and voluntary organisations. Many challenges facing the Museum have already been faced by others will offer excellent help and advice.</li> <li>Ongoing: Dick has also started to archive all scrap books and documents he already possesses.</li> <li>Andy Cossens has arranged with a volunteer, Ray Bunce, to begin charting the clubs playoff history and it is hoped a sample display board can be created and installed in the stadium as a test.</li> <li>Ongoing: Steve Mytton working with Vic Morgan to produce a documentary of the 1969 League Cup including not just matches but views of supporters and the wider social impact .</li> </ul>	<ul style="list-style-type: none"> <li>Keith working with Andy to create a list of missing programmes</li> <li>Paul and James Spencer looking at excess programmes to raise funds</li> <li>Ongoing: Around 50 VHS Tapes and more than 200 CD's to be digitalised.</li> <li>Ongoing: Stadium wide displays to be reviewed, costed and planned</li> <li>Ongoing: 1969 Documentary work</li> </ul>
<p><b>Environment &amp; Sustainability</b> Promoting social responsibility and sustainability in order to set an example for supporters and the wider community.</p>	<ul style="list-style-type: none"> <li>Bid sadly failed for GWR funding - Chris to seek feedback</li> <li>Rob Angus/MD want bike shed – CVR investigating planning regs</li> <li>September 30 v Grimsby – first "travel to game sustainably" fixture – planning marketing and comms around this.</li> </ul>	<ul style="list-style-type: none"> <li>Chris to seek feedback from GWR</li> <li>Speaking to SBC planning team about a cycle rack at the ground</li> <li>Meeting Jim Robbins, new Council leader, end August re sustainability.</li> </ul>
<p><b>Fan Engagement and PR</b> Encouraging supporters to participate actively and generate more noise in the stadium.</p>	<ul style="list-style-type: none"> <li>Loyalty Scheme framework for the Trust website that was approved has now been implemented. JS is testing this and will be completed by end Sept</li> <li>Trust page in the STFC programme is now occurring at each home game outlining Trust activities and updates.</li> <li>Feedback on Vic Morgan and Tannoy system has been positive so far since the beginning of the season</li> </ul>	
<p><b>Other Items</b> Statue, NextGen, STFC Women, Diversity &amp; Inclusion</p>	<ul style="list-style-type: none"> <li><b>STFC Women</b> : Continue to work with Mandie Coe on promoting STFC Women games. Trust sponsoring 2 players and STFC Women Manager and look to work with them in the community for the good of the club and spreading the word on STFC Women,</li> <li><b>Diversity and Inclusion</b> – Working on closer links with STFC and Polish, Bangladesh and Ukraine communities</li> </ul>	<ul style="list-style-type: none"> <li>Highlight ideas and areas to support STFC Women and make an action plan of items the Trust can support.</li> </ul>

# COMMUNITY FOUNDATION & SPONSORS

Topic	Latest Update	New Actions noted from Meeting
<p><b>Community Foundation</b> The club's separate STFC Community Foundation (a registered charity) that does amazing work in our local community.</p>	<ul style="list-style-type: none"> <li>We are planning on hosting a Ukrainian Families event on Saturday 11<sup>th</sup> November at Foundation Park before the STFC V Stockport fixture.</li> <li>The next Dementia Friendly Café is on Thurs 21<sup>st</sup> September.</li> <li>With the Nigel Eady Training Centre open, we can now host a winter Access Day which is a multi sports day for Wiltshire school children with disabilities. The 5<sup>th</sup> February is the date scheduled for this event.</li> <li>During September and November, we have the yearly onsite audit visits from the EFL Trust and Premier League.</li> <li>We are now collecting donated football boots, trainers and match kits to send out to our partners in Zambia. Any donations can be dropped off at Foundation Park.</li> <li>The Community Foundation deliver projects and programmes under four main strands – Sports Participation, Education, Health, and Social Inclusion. Over the next four meetings we will share an overview of what sessions we deliver under each strand, starting with Social Inclusion.</li> <li>These weekly Social Inclusion sessions are delivered at Foundation Park:               <ul style="list-style-type: none"> <li>Extra Time (Men 60+) – Tues 10 -12noon</li> <li>Staying Connected (retirement age STFC supporters) – Wed 10.30 -12noon</li> <li>DS Active (Downs Syndrome) – Wed 4.30 – 5.30pm</li> <li>Pan Disability (children with pan disabilities) – Wed 5.30 – 6.30pm</li> <li>Special Olympics (adults with learning disabilities) – Wed 6.30 – 7.30pm</li> <li>Football Fans in Training (women 35-65 age group) – Wed 7.15 – 8.45pm</li> <li>Extra Time (Women 60+) – Thurs 10 -12noon</li> <li>PL Kicks (Girls 11-14 years) – Thurs 5.30 – 6.30pm</li> <li>Refugees and Asylum Seekers – Mon 3.30 – 4.30pm &amp; Thurs 4pm – 5pm</li> <li>Football Fans in Training (men 35-65 age group) – Thurs 7.15 – 8.45pm</li> <li>Super Robins Mental Health training – Fri 1pm – 2pm</li> <li>PL Kicks (Mixed session 11-14 years) – Fri 7.00 – 8.00pm</li> <li>PL Kicks (Mixed session 14-17 years) – Fri 8.00 – 9.00pm</li> <li>Monthly Memory Café – Thurs 10 – 12noon</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Mandie Coe Advised that there are 5 full women's full kits that can be donated.</b></li> </ul>
<p><b>STFC Sponsors</b> The Club is keen to ensure Sponsors and Partners have a voice at our Advisory Board and with the formation of the STFC Business Group we have a group of dedicated and interested sponsors to provide feedback and support to the STFC community</p>	<ul style="list-style-type: none"> <li>The STFC Business Group is now up and running and they have begun to raise funds and plan events to support STFC and our wider community and more information will follow.</li> <li>The STFC Business Groups mission statement is: "To provide innovative support and links between business', Swindon Town Football Club and groups in and around Swindon and further afield to encourage, through sport, an opportunity to enhance the wellbeing of all in our community. With particular attention to children's grassroots football and underprivileged groups, we want to help make football more accessible to both watch and play for all. Ultimately to ensure the positive development of a family-oriented Football Club that the community and business' can be proud of"</li> </ul>	<ul style="list-style-type: none"> <li>Working on STFC Golf Day – Discussion required between the club and the Manager for the most suitable and convenient time for this event, update will be provided for the next meeting.</li> </ul>

# SUPPORTERS Q&A

## Question

How does Clem propose to regain trust, when he misled his Chief executive, The Trust and the fans. Even more disappointing when Clem's mantra has been transparency, transparency. Why should we believe him in the future?

## Answer

The issues surrounding the debentures when Clem purchased the club back in July 2021 were not fully disclosed and Clem was under the understanding that they were worth around £800K, it was also advised that they would not be cashed in anytime soon, in addition to this Clem was told that the club was in £1M worth of debt which wasn't an issue and Clem Proceeded with the purchase of the Club from Lee Power. However, on gaining ownership and getting further into the detail which Clem was unable to do during the court case it become very clear that the club was in Circa £4.5M of debt with the following unpaid

- HMRC
- Staff
- Creditors
- Kit

The above is not an exhaustive list but does start to indicate some of the issues that needed to be dealt with immediately which Clem did.

In and around September 2022 the Debentures were called in, it also came to light that the debentures had been acquired by Lee Power and Andy Curran from Andrew Black (we believe these were purchased for £1M), Power and Curran called in the debentures, Clem had 3 days to find £2.95M to clear the debentures or face the reality of placing the club into administration, which Clem did not want to do or see happen.

Clem at the time did not have the liquid assets to cover all the debt and approached two people from Swindon, both persons declined to help. Clem also asked a close associate in Australia who also declined to help. Clem then finally asked Chris Kiely who accepted the offer to help based on having some security to secure the debt against. As Clem has most of his assets in Australia the only option that Clem had was to offer shares on a buy back option to ensure the security and the release of the funds Circa £1.45M.

Clem was advised by his legal team that the significant change of control was 30% with the total security offered being 22% (17% to Hollie Kiely and 5 % to Bethany Parladorio) as Clem had an agreed buy back option he thought there was no need to disclose the share change. Clem has now admitted it is / was a mistake on Clem's behalf, but Clem has reiterated this was only done to protect the football club from administration.

The significant control is 10% to which has now been changed on our club website as per the EFL guidelines and requirements.

Clem has apologised to Rob Angus for mis-informing him over the shareholding, Clem has reiterated that apology at the meeting.

Clem is committed to engaging with supporters to discuss the events which took place in more detail, starting with the joint OSC/Sir Tom Broadbent Lounge on Wednesday 20<sup>th</sup> September. He will also do a live Fan's Forum when he returns to the Club in January 2024.

# SUPPORTERS Q&A

Question	Answer
<p>I sent an email about a month ago raising the issue of people standing on the stairwells at the end of a match. It should be policed by the stewards, but come the end of a match they have disappeared. I am very concerned as this is a Stadium safety issue and one that if an accident happened could lead to the stadium being shut down. In my opinion it is an accident waiting to happen.</p>	<ul style="list-style-type: none"><li>• This will be investigated by our Stewarding and Security Team and our Safety Officers, this has also been raised in the match day briefing with our matchday health and safety manager and is being monitored closely going forward.</li></ul>
<p>There has been no update on the Centreplate issue for some considerable time. Is anything actually happening and when do the club anticipate the issue will be resolved</p>	<ul style="list-style-type: none"><li>• The position is as per the legal section of the minutes and remains unchanged.</li></ul>
<p>There has been no update regarding the FA investigation for a considerable time. Did the FA actually tell the club the investigation has been deferred until after Power V Standing case or is the holdup due to something else? Do the club know when Power v Standing is due to be heard?</p>	<ul style="list-style-type: none"><li>• The position is as per the notes of these meetings and nothing new has happened recently</li></ul>
<p>Is the club aware that under 18s are getting lottery emails from the club in their inboxes, my son is 15 and he has been getting lots of them from the club email address. Surely no one under the age of 18 should be getting these?</p>	<ul style="list-style-type: none"><li>• We will pick this up with our data provider to ensure we are appropriately filtering the data we use</li></ul>

# Trust Board Questions on Ownership Situation

Question	Answer
<p>1. We wish to highlight the commitments of the MOU that was signed on 25th August 2021</p> <p>The 1, 3, 5 and 10-year strategic roadmap plans</p> <p>What meaningful progress has been made since the 1 and 3-year plan was published?</p> <p>When should we expect to see details of a 5 and 10-year plan, including the strategy to implement and achieve the Club's ambitions?</p> <p>Quarterly reporting of management accounts (not to be confused with the monthly debt updates)</p> <p>Backdated from when the MOU was signed</p> <p>Prospective buyers of the club</p> <p>Does Clem remain committed to early engagement with the Trust in the event that discussions relating to a full or partial sale of the Club are a possibility?</p>	<ul style="list-style-type: none"> <li>• For year one, refer to the "Some goals for the year ahead" page – we are making good progress on all fronts, and you will see evidence of that within the Advisory Board notes and within the outputs from the Joint Venture. Since the publication of this plan we have continued to integrate STWFC, worked on stadium development and continued to bring historic debts down. As a club we are all aligned to these goals for the year ahead and would welcome an ongoing discussion as to how we are performing.</li> <li>• Regarding our 3-year plan, again please refer to the other pages within this document. This strategy and plan was outlined in our April Advisory Board minutes, and we keep these front of mind as we go about our daily business. With Anthony Hall now coming in as new CEO, he will review the plans and report back with his thoughts in future Advisory Board updates.</li> <li>• The 5- and 10-year plans will be closely linked to the Joint Venture and future stadium developments and that will take more time to clarify. We have an ongoing commercial assessment with an external company (Wrenbridge) and as we work through that we will be better placed to look at how feasible certain developments are and how we will go about funding those developments. The off-the-field improvements will take time but also massively impact the commercial revenues that the club generates and therefore any future plans. On the field, we want to remain competitive and be pushing for promotion year on year.</li> <li>• Anthony Hall will investigate the quarterly reporting of management accounts and discuss more with the Trust representatives. In the meantime, the Club has agreed to allow a Trust Board representative to inspect the financial records and accounts twice a year, although to protect confidentiality, no copies will be taken.</li> <li>• The club is not for sale and there have been no such discussions to-date, but in the event a sales was being considered, Trust representatives would be informed as soon as the club can, as any sale process would need to have a letter of intent and proof of funds not to mention agreement on both sides that information can be shared with the JV &amp; Trust.</li> </ul>
<p>2. What is the current shareholding status of the club?</p> <p>Is Clem planning to regain his 100% shareholding, and if so, what are the expected timelines for this?</p> <p>if not, will the presence of the additional shareholders impact the club in any way?</p> <p>Are there any clauses or circumstances which could be activated to transfer shares from one entity to another within the current agreement? E.g. Could the Parladorio shares be transferred to the Kiely shareholding and vice-versa.</p>	<ul style="list-style-type: none"> <li>• The current shareholding status is as follows: Clem Morfuni 78%, Chris/Hollie Kiely 17%, Eddie/Bethany Parladorio 5% and these shareholdings came about because of the debentures being called in by Lee Power and Andy Curran.</li> <li>• The intention of Clem is to buy them all back at some stage, but this is not an immediate priority as funds are needed elsewhere and hopefully a couple of new signings which is being worked on. Until then, these minority shares have no impact on the day-to-day running or long-term future of the club.</li> <li>• The 22% of shares currently held independently are not expected to change hands, unless Clem purchases them back, but as mentioned already these minority shareholdings have no impact on the day-to-day running or long-term future of the club. Clem is the majority share holder at 78% and the day to day running and decision making remains unchanged and is still Clem Morfuni.</li> </ul>

# Trust Board Questions on Ownership Situation

Question	Answer
<p>3. Do the Kiely and Parladorio shares hold pre-emption rights that have the ability to block, force or influence any potential sale of the Club?</p>	<p>it is understood that this is a no, however Clem is going to confirm this, and a further update will be given at the next meeting</p>
<p>4. What has Chris Kiely's role in the club over the last 12 months and what is Chris Kiely's role moving forward? Does Chris Kiely have any responsibility or accountability for the playing side of the Club and/or recruitment strategy? Could the roles and responsibilities of the Leadership Team at the club be shared with the Trust in a RACI format?</p>	<ul style="list-style-type: none"> <li>Chris Kiely has been involved in respect of providing data analytics to support player recruitment and that is all. His support has helped us identify some excellent players and he will continue in that role. His shareholding should not be taken out of context and simply came about as he was willing to loan the money to Clem at the time. He has no responsibility or accountability for the playing side of the club or the recruitment strategy and final responsibility and accountability for transfers rests with Mike Flynn, Jamie Russell Clem Morfuni and Anthony Hall.</li> <li>Staff Leadership roles will be Managed by the CEO Anthony Hall as they were by Rob Angus previously.</li> </ul>
<p>5. What are Clem's plans for future investment into the football club?</p>	<ul style="list-style-type: none"> <li>Moving forward the plan is to keep the club running on a sustainable basis and plug any immediate debt gaps (the club is still losing at least £500 - £1M Per Year ). This is not uncommon in League 2 where clubs struggle. We are though focused on ensuring the Club is sustainable and stays competitive on the pitch but will need your continued support as we move forward. The commitment to-date from Clem has been substantial and he intends to invest more in the future.</li> <li>There has also been discussions around a bond scheme, these discussions are at a very early stage and further details will be released in the coming months.</li> <li>We are happy to discuss the club financial strategy in more detail at future advisory board meetings.</li> </ul>
<p>6. Requested for changes to MOU inform the Trust of any offers to buy Club where there is a verbal agreement provide the Trust with relevant information to who the prospective buyers are - background, checks, etc Is there further external investment expected or planned right now?</p>	<ul style="list-style-type: none"> <li>We do not think the requests re informing the Trust of early prospective buyers would be practical as both parties would need to agree to this (re the buyer and the seller)</li> <li>Looking at external financing for the stadium development including discussions with Tisfosy on a Bond issuance</li> </ul>
<p>7. What is the current position and status with the EFL regarding the transfer of shares? Was the EFL the reason for changes to website documenting the Kiely's involvement within the club?</p>	<ul style="list-style-type: none"> <li>As per confirmation statement the current position is 5% Eddie/Bethany Parladorio and 17% Chris/Hollie Kiely</li> </ul>

# Trust Board Questions on Ownership Situation

Question	Answer
8. Is Rob Angus currently working his notice?	<ul style="list-style-type: none"> <li>• Rob Angus left the club on September 15<sup>th</sup> 2023.</li> <li>• Clem would personally like to thank Rob for all his hard work and dedication that Rob has shown during his time since Clem took over the club in July 2021;</li> <li>• Clem does see Rob as a friend and over their time working together has also go to know both Rob and his family so knows that this decision to step down from the CEO role was the correct decision.</li> <li>• Rob has stepped down due to personal reasons and Clem does request that we give Rob the respect and privacy that he so rightfully deserves at this time.</li> <li>• From all of us at Swindon Town Football Club we wish Rob and his family all the very best for the future and very much look forward to seeing Rob back at the county ground for games very soon.</li> </ul>
9. Would the Club be open to ideas of how to meaningfully reform the Advisory Board?	<ul style="list-style-type: none"> <li>• In short – yes. The Advisory Board members all recognise that a lot of the discussion is currently around non-strategic matters and this is not the forum for discussions around individual ticketing issues or stadium complaints, all of which can be reported to the club through other channels <a href="https://www.swindontownfc.co.uk/news/2023/february/stfc-faqs">https://www.swindontownfc.co.uk/news/2023/february/stfc-faqs</a></li> <li>• Anthony will work with the Advisory Board attendees and their respective groups to draw up a new terms of reference for the AB meeting, which will be published to all supporters via the usual channels.</li> </ul>
10. What plans does Clem have to restore the confidence and trust of the fans again?	<ul style="list-style-type: none"> <li>• Please refer back to the Supporters questions where Clem has answered this question.</li> </ul>

# OFFICIAL SUPPORTERS CLUB



Topic	Latest Update	New Actions noted from Meeting
<b>Junior Reds</b>	Junior Reds packs are due to be distributed at the first home game. OSC have funded some of the contents (water bottle, stickers and My season 2023/24 story logbook). Volunteers made up the packs to be distributed/	
Live Event	Our first live event will be team members from 1985/86 promotion winning season – details of when and who to be confirmed, possibly November 2023	
Supporters Groups	Out in the community event arranged for September 27 <sup>th</sup> at Melksham Football Club, ex players Phil King and Paul Bodin due to attend. Request has been made for a couple of current players to attend if possible.  International Groups – working on Germany & France	
Sponsorship	Match Sponsor (members draws) for 30 <sup>th</sup> September 2023 v Grimsby	