



ADVISORY BOARD

APRIL 2023

KEY HIGHLIGHTS OF APRIL 2023 MEETING

- Draft Strategy and Plan outlined
- County Ground purchased, starting on key improvement works to the stadium
- Swindon Town Women FC new Head Coach appointed as plans put together to invest in STWFC and take them up the leagues
- STFC Museum Charity set up and plans progressing well
- **STFC Community Foundation named EFL League 2 Foundation of the Year!**
- STFC Community Foundation Nigel Eady Centre (new covered facility) set to open around 5th May
- STFC Business Group progressing well and looking at supporting various initiatives from STFC Museum, STWFC, STFC Sensory Room and ticketing initiatives for local community
- Supporters Q&As

INTRODUCTION

Dear Supporters,

As we approach the end of the season, Clem and I wanted to take a moment to update you on the progress of our club off-the-field. It is important to be honest and transparent with you all, and we want to address some of the challenges we are currently facing.

We are going through a tough period with results not going our way, and we know that this can be frustrating for our loyal fans. To add to this, we have been experiencing slow sales of season tickets, which is a concern as it will ultimately impact the financial stability of the club.

However, despite these challenges, there are still reasons to be optimistic. Our recent acquisition of the stadium is a significant milestone, and one that we should all be proud of. This achievement is a testament to the dedication and hard work of everyone involved, and it provides a solid foundation for the future of our club.

Going forward, we have reformatted the Advisory Board report to make it more readable and easier to follow. We are committed to keeping our supporters as engaged as possible, and this month we also want to share more details of a draft strategy and some longer-term plans. It would be good to get your feedback on this from you via the usual Official Supporters Club and TrustSTFC channels.

I believe that by working together, and with the continued support of our passionate fans, we can overcome any challenges that come our way. Let's stay positive and keep pushing towards our goals.

Thank you for your continued support and dedication to our club.

Sincerely,
Rob Angus, Chief Executive

SOME GOALS FOR THE YEAR AHEAD



PROMOTION
to League One



Cup Runs
In all competitions



Break-Even
Running Costs



Improve
Matchday Experience



Clear
All Legacy Debt



Stadium
Plans



New Fanzone
offering



Closer Ties
with Supporters



Entertaining
Football



Environmental
improvements



Investment
in Women's Team



Develop
Youth Pathway

WHERE WE WANT TO BE IN 2026

“Our vision for STFC is a football club that is sustainable at the highest possible level whilst being open, transparent and engaging with its supporters and communities. Bringing a sense of belonging to our supporters”

At Swindon Town Football Club, we all want entertaining and successful football and to climb the leagues, but along the way we also want to become financially sustainable so that in future we are not dependent on individuals for success.

We also want to be leading the way in fan engagement, helping to create the best matchday experience in our league.

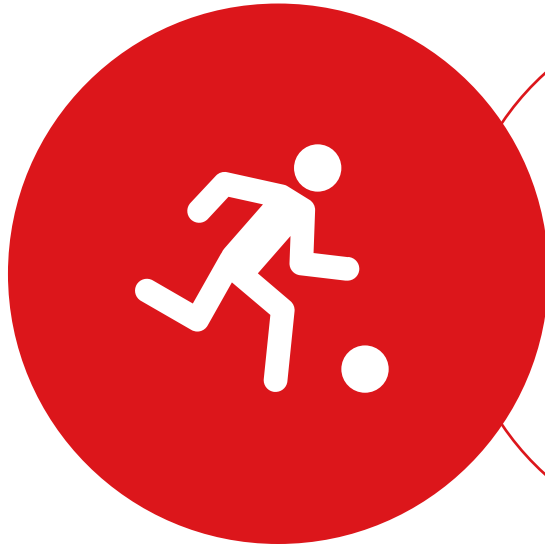
In addition, we are passionate about furthering the cause of environmental sustainability. We have already taken some encouraging steps in this area, with the appointment of Michael Doughty as Chief Sustainability Officer. In the years ahead, we will continue to build on this commitment, and take steps to reduce our carbon footprint.

This is the vision for Swindon Town Football Club: a financially secure, environmentally responsible club that is competitive on the pitch and a leader in fan engagement. We are confident that this vision can be realised over the coming years and look forward to working hand-in-hand with supporters to try and bring this to life.



HOW WE WILL GET THERE - OUR BUSINESS STRATEGY

“These strategic pillars will act as the guiding principles behind everything we do”



Recruit a solid mix of youth and experience and play an appropriate style that works



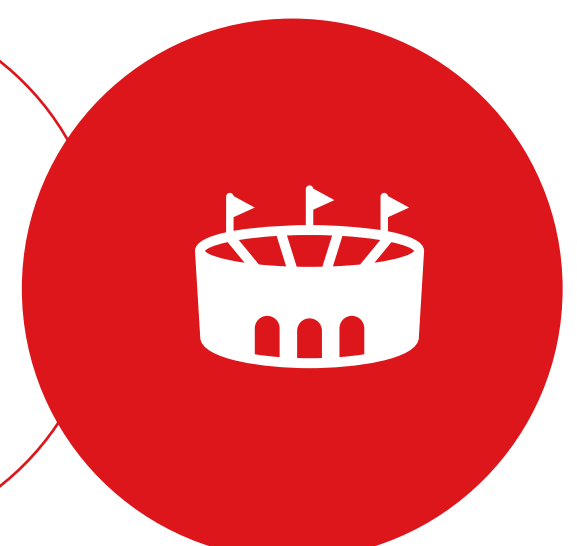
Invest in our people and focus on sustainability, professionalism & efficiency



Promote Academy players into the first team squad every season



Ensure our club leads the way on supporter and local community engagement



Invest in the stadium and matchday experience to attract bigger crowds

HOW WE WILL GET THERE - OUR BUSINESS VALUES

"We will listen and engage openly with our stakeholders and communities, always ensuring that supporters remain top priority."



Always efficient

We will have a strong focus on efficiency, process and financial control in everything we do.



Improve every day

We will strive for excellence, and always look for ways to advance and enhance our Club.



Community driven

We want to be community champions and provide ways for local people to come together and do good things

We will do what we say we will do and live up to our values, always operating within the rules and treating our supporters, partners, sponsors and suppliers as we would wish to be treated ourselves.



Doing our best for the planet

We will focus on being sustainable and seek to minimise the environmental impact we have on our planet



Respect, Integrity and Collaboration

Club and Supporters always being honest and showing mutual respect



Encourage regular feedback

We give everyone a voice and welcome challenge. We strive to be the most inclusive and accessible football club in the EFL

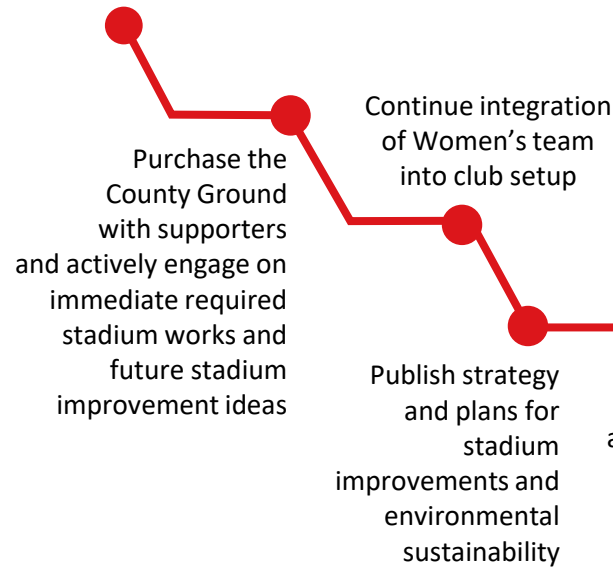
HOW WE WILL GET THERE - THE DELIVERY ROADMAP

"Our road ahead is based on ambition and financial logic; it might not always go to plan – strong foundations will see on field success follow"

Maintain current season ticket levels and work to deliver c£500k in efficiencies so that we can become sustainable

£6 Million **£6.5 Million**
CURRENT ANNUAL INCOME CURRENT OUTGOINGS

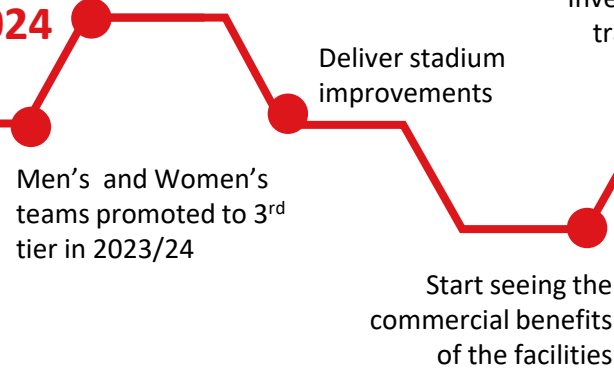
April 2023



County Ground Community Fund, sponsors, trustees and Clem to create funding pot that will kick-off major stadium improvements and bring new commercial incomes

£8 Million **£8 Million**
REQUIRED ANNUAL INCOME ESTIMATED OUTGOINGS

2024



County Ground Community Fund, sponsors and new facilities to enhance incomes and provide a mix of further stadium improvements and greater investment in the playing squad

£9 Million **£9 Million**
REQUIRED ANNUAL INCOME ESTIMATED OUTGOINGS

2025



THIS MONTH'S MEETING

Date & Time: Tuesday 11 April 2023, 9am-11am

Attendees:

- Clem Morfuni – Chairman, STFC
- Rob Angus - Chief Executive, STFC
- Don Rogers – STFC Club Ambassador
- Mandie Coe - STFC Women
- Jon Holloway - STFC Foundation
- Steve Mytton, James Spencer – TrustSTFC
- Christine Kyle - 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
- Supporters Q&A
- Review of new action Items for this month
- Close

MONTHLY FINANCIAL UPDATE

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

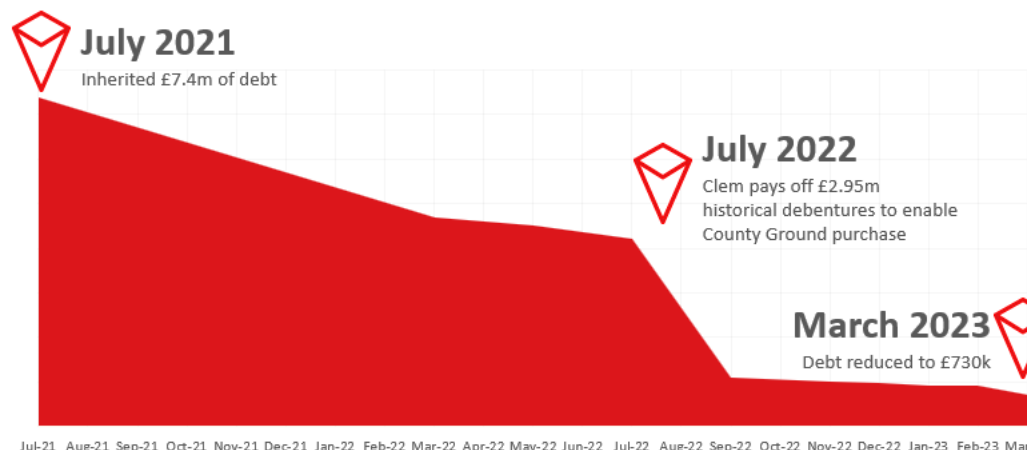
Although it's been a tough season on the pitch, we did increase the playing budget significantly this year, but it hasn't worked out as we would have liked. Despite this, I'm proud of the efforts of our Chairman, staff, sponsors and supporters, who collectively have made significant headway in addressing the substantial debt that was inherited in July 2021.

In under two years we have completely cleared historic debts to HMRC and Puma, along with a series of trade creditors and other football related issues. The debentures clearance was massive progress, and all outstanding rent to Swindon Borough Council was also settled in order to enable the County Ground purchase to go ahead.

Last season was incredible on the pitch, as we had c£500k unplanned income from the Manchester City match and season tickets and other matchday revenues have been consistently high since the takeover. That has made a huge difference, so thank you.

At time of writing, we are still tackling legacy external debt and legacy stadium issues but getting there. The books are being balanced daily as costs continue to rise significantly across the club - to give you an indication, income this season has been around £6m but outgoings have been closer to £6.75m, so even if we maintain the current season tickets and levels of attendance, we anticipate that our Chairman Clem Morfuni will need to inject significant funds over the coming year as we continue the rebuild.

I know it's been a frustrating season, but we still 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£5.8m 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	Mar 22	May 22	Jul 22	Sep 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
Debenture	£2.95m	£2.95m	£2.95m	£2.95m	£0	£0	£0	£0	£0	£0
HMRC	£1.46m	£309k	£158k	£0	£0	£0	£0	£0	£0	£0
EFL Hardship	£1.04m	£690k	£690k	£690k	£515k	£515k	£515k	£465k	£465k	£465k
EFL Covid Loan	£119k	£99k	£79k	£79k	£79k	£60k	£60k	£60k	£60k	£60k
Bounce Back Loan	£50k	£43k	£41k	£39k	£35k	£35k	£35k	£35k	£35k	£34k
SBC	£370k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£120k	£0
Puma (Aged)	£190k	£0k	£0	£0	£0	£0	£0	£0	£0	£0
Contractual Disputes	£570K	£500k	£450k	£350k	£350k	£250k	£210k	£210k	£190k	£150k
Football Contract Disputes	£130K	£45k	£40k	£40k	£40k	£30k	£30k	£30k	£20k	£20k
Trade Creditors (Aged)	£432k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Football Debtors (Aged)	£120k	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£7.4m	£4.7m	£4.5m	£4.2m	£1.1m	£1m	£970k	£920k	£890k	£730k

GENERAL BUSINESS

Topic	Latest Update	New Actions noted from Meeting
<p>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.</p>	<ul style="list-style-type: none"> Average attendance now at c9.1k which is great support given challenging season we have had on the pitch C1.1k season ticket sales to date. Payment options via Bank Transfer, Card payments in shop or over the phone. Online V12 financing options will be available shortly. First phase reduced renewal rate closes at end of April. 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 iFollow is an important revenue stream for the Club which drives monies straight to us. We had 238 people streaming for our game v Stockport and 179 for Hartlepool. Thank you to all those who support us via iFollow the monies do come to the Club and get re-invested. 	<ul style="list-style-type: none"> Further activities required to promote season ticket sales V12 financing now available. Not an action but note, club has been working through issues with Ticketmaster and the lack of merchant bank integration means the only online season ticket option is via V12. This is outside of the club's control. More media support needed to promote the youth ticketing initiatives that the Club and Foundation Support Club ticket office to work with Trust team to implement improvements to current email marketing
<p>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.</p>	<ul style="list-style-type: none"> 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 pretty much sold out for the season with limited availability on some matches available with Sales Manager, Rachel Burt ready to take further bookings rachel@swindontownfc.co.uk Retail sales now underway in store and online. 22/23 kits now discounted by 30%, contact store@swindontownfc.co.uk for further details. 	<ul style="list-style-type: none"> Club, Trust and OSC to do further work on plans to celebrate 1962/63 and 1992/93 promotion seasons Not an action, but worth noting that our open training day on 12 April 2023 went well and was a successful engagement for both supporters and players Club to provide an STFC Business Directory and Diary of Events for Sponsors/Partners
<p>PR & Social Media Helps the club to maintain a positive image, engage with fans, and reach a wider audience.</p>	<ul style="list-style-type: none"> 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 20th https://www.swindontownfc.co.uk/news/2023/march/robins-biggest-risers-in-latest-fan-engagement-index 	<ul style="list-style-type: none"> OSC, Trust and Club to review to see what more can be done to raise our position in the index
<p>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.</p>	<ul style="list-style-type: none"> EFL have issued fan behavior guidelines with automatic bans for pitch invasions and pyrotechnic usage. They are pushing this message hard across their communication channels and via all clubs, and anyone found using or holding pyros will be have to be banned from the stadium in line with EFL rules. There have been a number of recent reports of poor behaviour in the Town End with children being injured in goal celebrations. Club need to assess impact and risks to those attending and will recommend and manage the situation to ensure no children are in areas where they could be harmed. 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. 	<ul style="list-style-type: none"> The Club will continue to review the situation in the Town End and take action to assess impact and risks for those attending

THE COUNTY GROUND STADIUM

Topic	Latest Update	New Actions noted from Meeting
<p>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 www.votingshare.com</p>	<ul style="list-style-type: none"> • The County Ground Joint Venture board is currently being formally appointed with representatives from STFC, TrustSTFC and the Eady Trust. Further information will soon be shared with supporters via TrustSTFC. • TrustSTFC also plan to survey voting shareholders for County Ground development ideas in April. • The first full Joint Venture board meeting is expected in May. 	<ul style="list-style-type: none"> • 1st Board meeting is due to be set up by end of May
<p>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.</p>	<ul style="list-style-type: none"> • We inherited an aging and neglected stadium and numerous issues have recently been identified. These include the back up power for the stadium, where last week we invested c£30k in Interim generators that will be in place for the rest of the season while longer term solutions are identified and put in place. • A health and safety audit was also conducted last month, which the club passed but with actions to follow up on, and an action plan on dealing with historic issues is being put together. Unfortunately, this will require further significant investment. • A priority list of infrastructure investments is being pulled together and will be discussed with the JV to agree priorities as we look to update core infrastructure around the stadium 	<ul style="list-style-type: none"> • 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 • 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 • 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
<p>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.</p>	<ul style="list-style-type: none"> • 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. • OSC had a successful evening with Michael Doughty on 27 March at the Legends Lounge to drive sustainability awareness and raise funds to support sustainability plans. • The Trust and Sir Tom Broadbent lounge funded a recycling bin that is available for use near the club shop. Through this, supporters can recycle old pairs of trainers through Michael's company Hylo. 	<ul style="list-style-type: none"> • Expecting Sustainability Strategy to be delivered by the end of May 2023

LEGAL UPDATE

Topic	Latest Update	New Actions noted from Meeting
<p>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.</p>	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Continuing to fight and dispute where relevant
<p>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.</p>	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">No new actions

ACADEMY PLANS

Topic	Latest Update	New Actions noted from Meeting
<p>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.</p>	<ul style="list-style-type: none"> • Thanks to Coles Scaffolding for improvements to training ground, re analysis towers and shooting nets. • Academy Technical Board held in January 2023 to assess player pathways. 2nd year scholar decisions have now been taken • Links being built with non-league teams from Chippenham, Melksham, Wantage Town, Highworth Town, Harrow Borough, Northleigh and others to ensure Academy players get men's football experience 	<ul style="list-style-type: none"> • No new actions
<p>Plans for Better Facilities 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"> • New Academy physios and casual therapists and coaches • Working to ensure there are better facilities for the Academy on an ongoing basis • Successfully recruited new Head of Player Care 	<ul style="list-style-type: none"> • No new actions
<p>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.</p>	<ul style="list-style-type: none"> • Zero new concerns raised over the month • Relevant Non- Academy staff assigned new High Speed Training course for CPD • New Disclosure and Barring Service (DBS) checks to be carried out for new staff to assess the suitability of individuals for roles that involve working with young people. • Review of all health & safety policies has taken place • Designated Safeguarding Officer (DSO) to meet with Shane Hewlett from the Community Foundation again for next month to continue this joined up approach. • DSO also to meet with SBC Fostering Team to discuss Host Families and support for the club • EFL Match Day safeguarding review undertaken 	<ul style="list-style-type: none"> • Club working on Matchday Safeguarding improvements
<p>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.</p>	<ul style="list-style-type: none"> • Meeting due with the EFL to discuss ED&I plan 	<ul style="list-style-type: none"> • Update ED&I plans with new EFL requirements

SWINDON TOWN WOMEN

Topic	Latest Update	New Actions noted from Meeting
<p>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.</p>	<ul style="list-style-type: none"> • Regular meetings taking place to transition STWFC into the main operations of STFC • On-going collaboration with STWFC committee to understand all elements of club business • Club will be fully transitioned following end of 2022/2023 season • On-going development of strategic plan, positioning Swindon Town WFC as a leading-light for women's football in the region • Within the strategic plan, considerations for player & coach support, with the aim of strengthening resources across all areas of the women's club • New Head Coach, Mike Cook in place and will be building his coaching team • STWFC existing committee continuing to provide great support via volunteer roles 	<ul style="list-style-type: none"> • No new actions
<p>Foundation Park and County Ground Fixtures Playing in or near the stadium boosts prestige, attracts fans, increases revenue, and promotes equality.</p>	<ul style="list-style-type: none"> • Discussions with Community Foundation and Football Foundation to understand what is required for future-proofing Foundation Park as a permanent home for STWFC in seasons to come – meeting T3 and T4 ground regulations • Agreement made to hold at least 5 fixtures at CG in season 2023/2024. • c520 attending recent STWFC game v Southampton. Thanks for all those attending 	<ul style="list-style-type: none"> • No new actions
<p>Office Space & County Ground Facilities Providing the women's team with dedicated office space is important as it helps to establish the women's team as an integral part of the club, and it also helps to foster a sense of community and collaboration between the men's and women's teams.</p>	<ul style="list-style-type: none"> • On-going discussions with STFC departments to agree on appropriate space, time and facilities for performance support (gym use & analysis) for women's team • Agreement made to use Arkells Stand, Legends Lounge & Town End Kiosks for future CG matches. • Office space is being utilized at the County Ground by STWFC 	<ul style="list-style-type: none"> • No new actions
<p>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.</p>	<ul style="list-style-type: none"> • With integration of STWFC in to STFC, opportunity to develop sponsorship opportunities for women's team • Scoping of current sponsorship commitments held by STWFC • Identification of sponsorship opportunities for 2023/24 season and across long term future • Match Day Sponsor for STWFC game v Southampton was South West Forklifts – thanks for your support • Thanks to STFC Business Group for their sponsorship which paid for free tickets for local football clubs for the game 	<ul style="list-style-type: none"> • No new actions
<p>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.</p>	<ul style="list-style-type: none"> • Development of 1 and 3 year plan to support the development of STWFC, providing financial stability and long term support for the club • Plan for promotion next year and in 5 years to get to the Championship • 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 • Finalizing plans with Community Foundation for agreed player pathway 	<ul style="list-style-type: none"> • Work with OSC, Trust and Foundation on outreach with Youth football teams • MC to discuss support for STWFC with OSC and Trust • MC discussing approaches with other Women's Football teams to get new ideas

SUPPORTERS' TRUST



Topic	Latest Update	New Actions noted from Meeting
<p>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</p>	<ul style="list-style-type: none"> James Spencer has created the website functionality for fans to purchase and gain a voting share certificate Offering went live at the Trust AGM with launch of Voting Shares and the County Ground Community Fund. RA attended AGM to support Trust and answer questions Marketing started with voting share brochures being handed out at the stadium on 25 March In the first week we have had 450 sign up, this on top of our existing membership of nearly 1100. All certificates for voting shares sent out and being shared on social media with great enthusiasm from fans Welcome emails and stadium survey going out to Voting Shareholders in April 	<ul style="list-style-type: none"> No new actions
<p>Swindon Town Football Club Museum A new charity dedicated to preserving the history and heritage of our beloved football club. Our mission is simple: to create a space where fans and visitors alike can explore the rich history of Swindon Town, from its earliest days to its most recent triumphs.</p>	<ul style="list-style-type: none"> Andy Cossens, Chairman of the OSC, has also agreed to become a trustee and should be confirmed shortly. Paul Hedges is meeting with business group chaired by David Coe on the 20th April to discuss possible support Quotes have been obtained from Qubic for storage, still looking at other options The trustees intend to stage a launch event at the County Ground in the close season Vic Morgan has suggested the OSC can promote the Museum and launch event on a Monday OSC Panel. James Spencer is working with Keith Coatsworth to develop the website and backend database 	<ul style="list-style-type: none"> Explore support from Dennis Removals as suggested by David Coe of STFC Business Group Consider Stadium Tours and timelines across the Club STFC Museum to do OSC 'On the Sofa' event
<p>Environment & Sustainability Promoting social responsibility and sustainability in order to set an example for supporters and the wider community.</p>	<ul style="list-style-type: none"> Trust welcomes EFL Sustainability report and the update on the Swindon website as progress. Really significant improvement which is great. Challenge would be for a top 5 finish in 23/24, there is lots of additional work still to be undertaken here. GWR confirm group bookings of 10 supporters available under group travel scheme: details on GWR and STFC website. Trust to update members about this. Trust to consider a travel to ground sustainably Saturday for one fixture early in 23/24 season, likely Sep/Oct Trust invested in Hylo recycling bin to encourage trainer recycling among supporter fan base. 	<ul style="list-style-type: none"> Hylo recycling bin sign required to highlight usage and Trust and STBL involvement
<p>Fan Engagement Encouraging supporters to participate actively and generate more noise in the stadium.</p>	<ul style="list-style-type: none"> Survey has gone out to the clubs mailing list on Atmosphere improvements at the CG and we have had a great response. Alex Pollock will be compiling the results from this, and this will be ready w/c 17th April for review. We will then look to prioritise the top 3 initiatives initially from fans feedback and take that forward Created an initial shortlist for a new STFC song (players walk out to), for home games we will ask fans to vote on this, expect to see survey go out w/c April 17th via social channels from the Trust, OSC and club. W/c April 10th, an article will go out asking for volunteers from each CG stand to form a working group to start coordinating singing sections at the County Ground at home games and encourage fans across to join in and raise the noise. We will report back on approach/progress at next Advisory Board. 	<ul style="list-style-type: none"> Results from survey to be assessed by working group that also includes club, OSC and Sir Tom Broadbent Lounge
<p>Other Items Statue, NextGen, STFC Women, Diversity & Inclusion</p>	<ul style="list-style-type: none"> Clay sculpting of Don Rogers 1969 Statue is very advanced, nearly 7 foot tall and the pose is looking good, image was presented at our AGM. Still more to do before our sculptor Alan Herriott is happy with it. NextGen - Trust keen to encourage more children to attend matches at the County Ground next season STFC Women – Still providing financial support for the Women's team Diversity & Inclusion – Bazil Solomon supporting breakfast 8.30-10am & lunch 12-2pm at the club Bazil has worked with family & friends at the launch of Owen's World, organising a football match soon The Trust and First City Nursing have agreed to fund 50/50 another batch of the hugely popular Autism/Sensory packs. These will be ready for fans towards the end of the season/beginning of next season. For further information, please contact Caroline Lane at the club 	<ul style="list-style-type: none"> Not an action but worth noting that Trust and Club have also worked together to support the SwinDog Big Art Trail, which is a Julia's House Charity initiative. 'Dog Rogers' sculpture will be at the County Ground over the summer, outside the Shop.

COMMUNITY FOUNDATION & SPONSORS UPDATES

Topic	Latest Update	New Actions noted from Meeting
<p>Community Foundation 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"> • Successful event in Barcelona with a number of Foundation teams doing really well and representing STFC on the European stage! • Completion of new Nigel Eady covered training facility due to open c5 May • STFC Community Foundation have won the EFL League 2 Community Foundation Club of the Year. Well done to Jon, Shane and all the team at the STFC Community Foundation 	<ul style="list-style-type: none"> • No new actions
<p>STFC Sponsors 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"> • Hospitality cost increases for 23/24 season discussed with STFC business group with feedback that rises are reasonable given inflationary pressures. Quality of food needs to be maintained • Feedback provided on sponsors evening which will be used to make improvements going forwards • Need to assess dress code in 1879 suite so Sponsors feel comfortable taking their clients to games • STFC Business Group looking at a number of areas to support from STFC Museum, STFC Sensory Room, STWFC and encouraging more children and grass roots teams to games 	<ul style="list-style-type: none"> • STFC Business Group looking at an exclusive Sporting Dinner and Golf event

SUPPORTERS Q&A

Question	Answer
<p>Looking for clarification of what "pricing in line with Family 1 prices" means, I have looked at this season's prices and those for next season and can't see that family 2 has been priced in line with family 1. Family 1 increase on last season 5%, family 2 u 12.16%. Family 1 saving on buying individual adult and an U18 season ticket 12.5%, saving for buying 2 adults and an U18 9.4%</p>	<ul style="list-style-type: none"> • Value of Family 2 is priced in line with Family 1. Year on year increase is higher as Family 2 incorrectly priced last year. Need to ensure fair pricing across the range of options.
<p>Finance Plan – Klarna depends on credit rating, not available to everyone, no issues with V12 last season.</p>	<ul style="list-style-type: none"> • Klarna and V12 available along with Credit and Debit Card, Bank Transfer and Cash. • Bank transfer an easy and most efficient way to pay.
<p>Where are season ticket sales compared to this stage last season ? 1)How are we tracking year-on-year against the last ST campaign and what plans are there to reassure fans next season is going to better than this one?</p>	<ul style="list-style-type: none"> • Of course, promotion is always our aim, and we will no doubt approach the next season differently with our new coach in place. He needs the backing to get the squad needed for promotion, but of course, we need supporters to back the club too. Lessons have been learned, and changes will be made but we can't guarantee success. We're confident that we are moving in the right direction as a club off-the-field and that it will ultimately improve matters on the pitch.
<p>I have been waiting for a link buy a season ticket for over a week, emailed all accounts and rob angus can you ask what is happening? Live out of town and can't get there before 2 on match day</p>	<ul style="list-style-type: none"> • Aim for 48 hours turn around and all links have now been sent.
<p>Does the club feel it's appropriate for pre- match and half-time entertainment to be a volunteer role? Hanners did a great job but surely, he needs to be paid by the club? It's a professional club not amateur and the match day experience is important- not club can't rely on volunteer fans to do the entertainment - it's not fair.</p>	<ul style="list-style-type: none"> • The club appreciates the hard work and dedication of all volunteers, including those who provide pre-match entertainment because the match day experience is important, and we are committed to improving that. • Our volunteers provide their services as they love our Club, and we really appreciate all that they do.
<p>Lack of adequate comms when we really need it, for example at the last two Manager vacancies and over the three experienced (and on reflection, significant) transfer window departures?</p>	<ul style="list-style-type: none"> • We understand the importance of clear communication with our supporters, especially during significant moments such as manager vacancies and transfer windows but there are complicating legal factors that are often hard to discuss publicly and limit what we can communicate.
<p>Can you ask the club how they plan to evaluate comms strategy with fans both business as usual and at times of change like new manager or sales/signings? It feels like the comms have gone down hill over the past year & whilst I appreciate this forum is a positive opportunity for dialogue general comms have not been great or even consistent.</p>	<ul style="list-style-type: none"> • See previous response.

SUPPORTERS Q&A

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<p>Does the club understand that a lack of visibility from both Clem and Jody Morris is hurting the relationship with the fans? I understand neither is comfortable being in front of the public but there would be a lot more benefit of the doubt if they made themselves available. For example, being called a “punter” by Jody Morris is an insult - we’re not just customers but emotionally and financially invested in the club. Unlike Chelsea we are not an international “brand” - we’re a local community club. It just shows a lack of awareness and that there is something missing. We know things won’t always go well - but a good bond between everyone will give the management some slack during the tougher times.</p>	<ul style="list-style-type: none"> • We do recognise the value of engaging with our fans and will look to improve that going forwards. We apologise for any offense caused by Jody’s choice of words, which we know was not intentional and we can assure you that nobody at the club views our fans as just customers. We understand that our fans are emotionally and financially invested in the club, and we value the importance of building a strong bond between the management team and our supporters. • We hope the recent open training session highlights our attempts to improve the bond between our team and our magnificent supporters.
<p>Is there a Fans Forum to be arranged - was this supposed to be after the January transfer window?</p>	<ul style="list-style-type: none"> • Yes, we do plan to arrange a Fans Forum at the end of the season, with Clem attending virtually. We understand that it's important to engage with our supporters and address any concerns or questions they may have. We apologise for any delays and will provide further details as soon as possible.
<p>Now that the purchase of the County Ground is secured. In outline what is the proposed first stage of the redevelopment of the County Ground. In particular how will this project be financed and the timeframe involved. As I would imagine that bringing the Stratton Bank up to a decent standard for example, with say rail seating, covered with a roof, with better spectator facilities is going to be a major undertaking. Selling shares and receiving donations is never going to be adequate by itself.</p>	<ul style="list-style-type: none"> • At this stage, the Club and Supporters Trust are working on a masterplan for the redevelopment of the stadium, which includes the Stratton Bank. The Trust are currently in the process of planning their initial engagement with voting shareholders and once everything has been analysed and the plan starts to form, we will know more about the redevelopment programme. • In terms of the proposed first stage, we are considering a number of options, including fan zones, executive boxes and a covered roof for the Stratton Bank. However, until we have completed the fan engagement, research, feasibility studies and our plan, we cannot confirm the exact scope of the first stage or the timeframe for completion. There will still be costs associated with maintaining and improving the ground, and financing for these projects will need to be secured through a combination of Clem’s support, improved commercial results, fundraising efforts, sponsorships, and other revenue streams. The exact details of the financing plan and timeline for the proposed redevelopment of the County Ground have yet to be determined, but the club is committed to keeping supporters informed as the project progresses.
<p>How much was the rent paid to the council annually prior to the ownership change?</p>	<ul style="list-style-type: none"> • The rent was c£200k per year. From now on, the club will pay circa £100k a year into the Joint Venture, to be spent on stadium improvements.
<p>Why is the advisory board restricted to strategic matters affecting the club and fans off the pitch? For most fans it’s what happens on the pitch which is most important – normally when things are going well on the pitch, the off the pitch stuff follows. Who is the person/ people that set the football strategy accountable to?</p>	<ul style="list-style-type: none"> • The advisory board includes this Q&A section which as you can see includes lots of questions related to on the pitch activities.
<p>What is the budget for this year in terms of the other clubs in league 2, having been told it was a significant increase on last season. What is the budget for next year and where is this expected to be in the pecking order of league 2 clubs given the expected drop in ST numbers from this years performance.</p>	<ul style="list-style-type: none"> • The club cannot reveal its current budget for competitive reasons as it would affect transfer dealings and give an advantage to other clubs if they knew our budget. However, the budget for this year was significantly higher than the previous year and we will ensure we have a competitive budget to enable us to push for promotion in 23/24 but your help buying Season Tickets does play a massive part especially given EFL Financial Fair Play rules.

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Question	Answer
<p>The top priority is the shambles that has been created after the appointment of Jody Morris and the performance of the team. The club through Rob Angus continues to ask all supporters to back the club and this has been done by the excellent crowds at home and the terrific away support but will the club continue to achieve this and how many season tickets will be sold. The football has been dire and results have proofed this! Without a clear strategy for making new signings early in the transfer window will supporters trust management to improve our current position?</p>	<ul style="list-style-type: none"> • The club understands the concerns raised by the fans about the recent performance of the team and we also appreciate the continued support of our fans and are committed to improving the team's performance. Early signings are important, and we are already actively working to identify and sign new players to strengthen the team for next year. While we cannot reveal our budget numbers, we assure you that the club is committed to investing in the team and pushing for promotion in 23/24.
<p>Exeter City have produced a comprehensive report – could something like this be produced for us?</p>	<ul style="list-style-type: none"> • We have taken note of Exeter City's comprehensive report and will review and consider what we can produce for our supporters. We will update our supporters as soon as we have more information on this matter. Thank you for your suggestion.
<p>Car Park – is there still a charge and is this now going to the Club ?</p>	<ul style="list-style-type: none"> • Yes, there is still a charge for the car park, and the revenue from the car park is now going to the club. • We are using one of our main sponsors, one of the leading car park providers in the UK, a company called 'MiPermit' to manage the parking system for us.
<p>STFC Women's team - anything more that can be shared about why this decision was made (other than 'strategic direction'), seemingly without consultation (James' twitter post) and what prompted the timing with 4 games left?</p>	<ul style="list-style-type: none"> • We are currently positioned in Tier 4 of the women's FA national league. Only the winning team in our division can gain promotion to the tier above. To give us the best chance of achieving our ambitions of tier 3 and championship football we have appointed Mike Cook a highly qualified Pro licence coach. • We chose to bring Mike in before the end of the season, so he had the opportunity to assess the current players, give them the chance to get into the squad next season and to give him time to build a quality team of players and coaches over the close season.
<p>Ask Sandro just what is the plan/vision for this football club on the footballing side. Perhaps he needs to front up on a Wiltshire radio phone in. What lessons have been learned about player recruitment this season? The model needs to be changed as in this division you need some experience and physicality - are there plans to change the model? This is what the fans are crying out for.</p>	<ul style="list-style-type: none"> • The club is continuously evaluating its player recruitment strategy and is open to making changes based on feedback and performance. While it's important to have a balance of experienced and younger players, the club also values developing young talent and giving them opportunities to progress. The club will work hard and prioritise finding the right balance in the recruitment strategy to build a team that is pushing for promotion in 23/24.
<p>What is the club's current financial position?</p>	<ul style="list-style-type: none"> • See Monthly Financial Update.
<p>I note we have spent significantly less than most L2 clubs on agent fees. What was the reason for this?</p>	<ul style="list-style-type: none"> • A sustainable and responsible approach to player recruitment involves balancing the cost of player acquisitions with the financial health of the club and always strive to be responsible in our spending, which includes keeping agent fees to an absolute minimum whenever possible.

SUPPORTERS Q&A

Question	Answer
<p>Please give a straight answer to these simple questions. Does Zav Austin qualify as a Relevant Person in the eyes of the EFL, and if so, what was the result of his going through the Owners' and Directors' Test? What is his role and responsibility? Please give a specific answer on the outcome of his Owners and directors test?</p>	<ul style="list-style-type: none"> Clem was very thankful to Zav for the role he played in helping Clem take stewardship of the Club and promised the role of Vice Chairman. Clem was unaware of the stringent rules in place via the Owners and Directors Test. After legal advice we did not apply for the Owners and Directors Test and therefore Zav is not Vice Chairman. However, Zav will continue to attend on match days as a guest of the Club given his critical support in helping Clem take control of the Club.
<p>Is promotion really the objective next year- the fans will want to see this backed up by actions in terms of recruitment in the summer?</p>	<ul style="list-style-type: none"> The objective for next year is always to compete at the highest level possible and have success on the pitch. Promotion to League One is most definitely our ambition, but there are many factors that can influence a team's performance and position in the league. As for recruitment, the club is always looking to strengthen the squad and improve the team and the club will be working hard in the summer to identify and bring in players that can help achieve the objectives for the upcoming season
<p>Can the club let the fans know if Ed Brand is still contracted to Chelsea or is he a permanent Swindon town employee, if he is still contracted to Chelsea what are the terms of the deal? For example, how long will he be with STFC, can Chelsea recall him?</p>	<ul style="list-style-type: none"> Ed Brand is a permanent Swindon Town employee
<p>Will the club have disabled representation as part of the Season Ticket consultation period next season to avoid the mess of the last two campaigns?</p>	<ul style="list-style-type: none"> The Official Supporters Club are linked to the Disabled Supporters Club and liaise with them regularly. Something went wrong this time on the season ticket consultation, and we have all learned from that.
<p>Why do the club think it's ok to pay below the national living wage? How do you justify that, both in terms of attracting good quality candidates and fairly rewarding staff during a cost-of-living crisis?</p>	<ul style="list-style-type: none"> Our day-to-day staff are paid above the national living wage, however on a match day we do pay the minimum wage to casual staff in our hospitality areas. This is not ideal, but we are a League 2 club with large debts inherited from others and we are working hard to reduce those debts. In time of course we will be in a better position to pay everyone involved with the club the national living wage as a minimum and it's on the club's long-term roadmap, but our financial priority at the moment is debt reduction, sustainability and building a squad for next season that can compete for promotion.
<p>Please explain why it is taking weeks and weeks to clarify and make available the ability to buy STs on finance, and why we still can't process online card payments?</p>	<ul style="list-style-type: none"> The ability to provide online card payments is a legacy issue due to a poor credit rating which has meant the costs of providing this service is prohibitive and would not represent value for money when other options are available. Again, we are in recovery mode from the situation that was inherited and in time we will be able to address this properly. Unfortunately, many football clubs are in a similar position as banks do not like the credit risk in football.
<p>There are a lot of rumours and certainly there's something not quite right in the boardroom/football management side. With regards to the club setting out season tickets for next year I feel that Chris Kiely and this MPS data company should make clear just what role they have to play. It's glaringly obvious all is not well and the silence from Clem, Zav, Sandro doesn't alleviate any fears. The Trust and us fans have all joined together for the good of the club going forward but there's a cloud hanging over the County Ground. Can we get some kind of honesty from the Club?. I've been a trust member from day one and defended you vehemently but there's some nagging doubt bugging a lot of us. Please try to get some clarification and not just piecemeal actual statements. .</p>	<ul style="list-style-type: none"> The club acknowledges the importance of player recruitment and is continuously working to improve this area. The recruitment strategy will be reviewed and improved in the off-season to ensure that the team is in a better position to compete for promotion next season with the right mix of experience and youth. The club appreciates the support of the fans and understands their concerns regarding this matter.

SUPPORTERS Q&A

Question	Answer
<p>I like many others did not realise the list of court appearances and convictions that JM has faced over the years, surely this was very bad due diligence by the club. Is this the type of person we want as manager of our club?</p> <p>-The club need to do something for away fans. Negative feedback received by Match Day Draw Sellers at the last couple of home games because they have nowhere to eat, drink or go to the loo! A couple of suggestions</p> <ul style="list-style-type: none">- Pop up bar outside the ground (either by away end or by the gate to the little park)- Agree with police that away fans can go to the cricket club (unless a high risk fixture)- Sell cans of alcohol in the ground on the concourse <p>It's important away fans have a good experience and want to come back! Plus, it's potential extra revenue for the club. E.g. if 500 drinks were sold (half soft, half alcoholic, that's over £1500 coming in)</p>	<ul style="list-style-type: none">• Regarding the first point, the club is committed to conducting due diligence on all individuals involved with the club.• As for the second point, the club understands the importance of creating a positive experience for away fans and is open to exploring options to improve their matchday experience.• The Club does provide food and drink options for away fans in the concourses.• The suggestions provided are appreciated and will be taken into consideration. However, any potential changes will need to be agreed upon with the relevant authorities and stakeholders.