THE SWANS TRUST OF THE FUTURE

OUR NEW FIVE-YEAR STRATEGY (2025-2030)

WHO ARE WE

CONTEXT & PURPOSE

The Swansea City Supporters' Trust was founded in 2001 by a committed and passionate group of supporters to help save our club from financial ruin. After several years of trouble on and off the field, the club found itself on the edge of extinction until a group of local businesspeople and the newly formed Supporters' Trust stepped in to rescue it.

Fast forward to today, the Trust is a democratic, not-for-profit organisation run by a group of dedicated volunteers who seek to represent the views of all Swansea City supporters. We work with the club on solving individual supporter issues and queries, as well as on large-scale initiatives (such as ticket pricing) that affect all supporters, acting as a strong advocate in all conversations.

As a key pillar of the local community, we support and partner with other local supporter groups (including the Disabled Supporters' Association) and donate money each year to local causes, including the Swansea Junior League, Swansea Senior League U15s/U16s, West Wales Women's and Girls League and Swansea Schools FA to help support the next wave of potential Swans play the game we all love.

We are an open and inclusive organisation and welcome all supporters to join us as a member. We offer several annual membership options for supporters, starting for as little as a few pounds a year.

Join us today

OUR ORIGINAL OBJECTIVES

1.	Maintain a professional football club in Swansea bringing the football club closer to its fans all over the world and within its local community
2.	Have elected representation on the Board of Swansea City Football Club
3.	Maintain and increase a stake in the club, in pursuance of the aims above
4.	Represent the views, needs and aims of our members (and supporters) at all times
5.	Ensure we are an all-inclusive, positive and representative organisation that is open and accessible to all supporters regardless of their age, ethnicity, gender, disability, sexuality, or religious/moral beliefs and without discrimination of any kind

PROTEST, OWNERSHIP, AND INFLUENCE: THE STORY OF THE SWANS TRUST

OUR EARLY YEARS

In 2001 the club was in a bad way – with a significant debt-pile of over £800,000, on-field struggles, and multiple changes in ownership during a very short period, the outlook was dire. The founding members of the Trust worked tirelessly in those early days to consider all available options for the creation of a Supporters Trust to help take control of the club. The Trust was officially launched on Monday 27th August 2001, with more than 600 people signing up in the first few days.

What followed was a period of increased turbulence for the club off the field, with yet another change of ownership as Tony Petty acquired the club in October 2001. A subsequent period of negotiations between the Trust and Mr. Petty resulted in gridlock, and thus a sustained period of negotiation and protest began to wrest control of the club back. After four months of back-and-forth, legal battles, and support from numerous local businesspeople, Mr Petty relented and agreed to sell the club. In early 2002, **the Trust invested £50,000 into the club** for an ownership stake and a seat on the Board of Directors. Here started our journey of ownership, one which continues proudly to this day.

With the ownership situation now settled, attention turned back to the club retaining its position in the Football League. In 2003, the club almost dropped out of League 2 altogether but was saved on the final day thanks to a 4-2 victory against Hull City.

This was just the start, and the club slowly began to climb the table, achieving Championship status in the Summer of 2008. Whilst managers came and left, the Swansea Way had been truly established and the club only continued to ascend. The Trust was an important part of this journey.

HIGHS AND LOWS

In May 2011, the Swans hit the jackpot with promotion to the Premier League after a 4-2 victory against Reading, and with that the **Trust became the only one of its kind to have an ownership stake in a Premier League team.** The following years were filled with ever-increasing success, including winning the League Cup in 2013, and a subsequent Europa League Campaign (including a memorable 3-0 victory against Valencia at the Mestalla). The club and the Trust received significant media attention for the story through the 'Jack to a King' movie.

In 2016, it was all change as an American Consortium acquired a majority stake in the club, thus ending local control and ownership of the club. The sale triggered a protracted legal dispute between the Trust and the sellers and new owners of the club, as the Trust believed that they were unfairly excluded from the sale process. The following years were uncertain and the relationship between the owners & club and the Trust slowly disintegrated, at a time when the club's on-field success was also starting to wear off and we began a slow descent towards the bottom of the Premier League. The club was eventually relegated in 2018.

The legal dispute continued for a number of years, until in February 2022, the Trust and the other parties agreed to a negotiated settlement with the majority owners of the club that created new protections for the Trust, including **a permanently protected 5% stake in our football club, ensuring there will be a supporter voice on the Club Board** until such a time that the Trust chooses to divest its shareholding (**which is NOT under consideration**).

The Trust is now looking to the future, working in a new way with the club, with the protection and certainty of our position within the club.

Click Here: History of the Trust

A NEW STRATEGY FOR A NEW CONTEXT

A CHANGING LANDSCAPE

The context within which the club now operates is significantly different than it was in 2001. Football's globalisation sees no sign of slowing down, with an ever-increasing number of overseas parties taking controlling ownership stakes in UK football clubs. As new parties enter the fold, consistent, strong, and constructive supporter representation becomes more and more important. Clubs sit at the heart of communities, and must be protected, both by regulators and by supporters.

Swansea City themselves are not immune from this globalisation trend, having been the subject of a takeover by an American Consortium in 2016. Whilst this created turbulence in the proceeding years, we have recently seen what we hope to be a turning point with significant new investment from Club Directors led by Brett Cravatt and Jason Cohen and others including previous Club Chairman Andy Coleman and his investment group.

As the club's majority ownership has evolved, the Trust must evolve and adapt to keep up, ensuring that we are putting our best foot forward in representing the supporters' voice in the right circles, and ensuring that the club operates effectively and sustainability. This strategy is the starting point for that journey.

We must evidence new skills and understanding and bring people onto the Board who can help as we continue to professionalise and modernise our organisation. Whilst passion and dedication remain two of the critical traits of any Trust Board Member, we now require increasing knowledge and capabilities in areas such as **management accounting and finance** *(to adequately review the club's finances)*, **communications** *(to advocate, share insights and information effectively)*, **corporate governance** *(to assure the work and decisions being taken)*, and **user experience design** *(to support with changes and improvements to the supporter experience)*.

MOVING FORWARD TOGETHER

The objectives that were set out in 2001 need refreshing to reflect the context we find ourselves in today – with a permanently protected stake, and two permanent Trust board representatives on the Club board, it is fair to say that some of our initial objectives have reached maturation.

We now need to reflect on what is needed to take the Trust forward, and how we work with the club in new and different ways. We must apply some balance to our position, given that we are both a shareholder in the organisation, and an advocate for supporters. We want to improve how we communicate that with members and the wider fanbase going forwards.

We are also seeking to focus firmly on **using our strong position within the club to make things better for supporters.** That takes a group effort, and we hope to bring as many previous, existing and new members on that journey with us as we can.

At the same time, we continue to keep an eye on our counterparts throughout the football league who are working hard to save their clubs from financial ruin. We will **continue to identify ways to increase our resources so that we can support the club in the future if required.**

We must modernise, making ourselves leaner with newer, more cost-effective systems, and we **must continue to build up our local community**, both in awareness and through direct support and interventions.



FORGING OUR FUTURE

SETTING OUT A CLEAR DIRECTION

A NEW APPROACH

As we look ahead, and in the context of what has been set out above, the Trust requires a more relevant set of aims & objectives against which to measure itself over the next five years. These objectives centre on establishing a modern, well-run and sustainable Supporters Trust that can oversee and hold accountable a well-run and sustainable football club.

The establishment of this new strategy is not intended to erase the past, but rather to evolve so that the Trust, as a strong voice in the club, continues to exist 50 years from now as it has done for the past 20 years.

This requires a new approach, one focussed on a broader interpretation of sustainability and success, which of course starts with what happens on the field, but that also looks at Swansea City Football Club as environmentally responsible organisation, promoting supporter health, well-being and equality, improving community cohesion, and celebrating Welsh culture.

To do that, we need a steady stream of new and diverse members, who can support and challenge the Trust Board to advocate for important changes. We will need more people to endorse and support us by becoming members, and by standing for election to the Board.

In return, members and supporters should expect an organisation that is constantly seeking to improve and modernise to meet and engage with them in the most convenient ways, and who routinely share insight and information, and create transparency at every opportunity.

At the same time, the Trust will continue to support and raise up those in the local community, whether they be individuals, causes, or organisations that make people's lives better.

OUR NEW OBJECTIVES

To reflect our current position within the club, and the context within which we are operating, the Trust has established five new objectives to help take us forward.

1.	**Build a sustainable and diverse membership base that will support future generations of the Trust**
2.	**Maintain and build our resources to protect the Trust and the club in the future**
3.	**Foster strong working relationships with the club's senior management team and owners to ensure we have the access and influence to carry out our role**
4.	**Improve the way we operate as an organisation, continuing our modernisation journey and ensuring we leave the Board a better place for those who follow**
5.	**Expand our work in the local community and with partner organisations to build awareness and provide meaningful support to others**

Please flip over the page to see more detail about each of our objectives.

1. Build a sustainable and diverse membership base

The Trust must increase efforts to build a diverse membership base to ensure we have a lasting voice in the club for generations to come, all whilst capturing a broader range of voices/opinions to ensure the club is accessible to all supporters and makes decisions to that effect.

Summary context: The Trust has operated a relatively stable membership over the past 10 years, with a dip in the wake of the decision to settle the legal dispute, which we recognise some members were unhappy with. However, membership is similar to pre-settlement levels; but we know this isn't enough, and we are determined to increase that number in the years ahead. Our recent initiatives to increase membership include:

- **Introducing new and enhancing existing incentives for members**, including arranging more fan engagement events, providing advance booking facilities for initiatives we are involved with, regular prize draws and member-specific events (such as our Bowling Nights & Quiz Nights etc).
- **Freezing of membership prices for five seasons (2021/22 - 2025/26)**, in addition to a free membership year **(2020/21)** during Covid to ensure all of those who wanted to remain Trust members during that period were not out of pocket at what was a difficult time.
- **A founding member of Global Jacks,** which aims to bring the club closer to its fans all over the world. We organised the first ever Global Jacks three-day gathering in Swansea in October 2022 and the initiative is now going from strength to strength with regular visits to Swansea and our games by supporters from all over the world. Including another three-day International Supporters' gathering in October 2025

As we look ahead, we have several priority initiatives that we will be taking forward *(see below)*.

MEMBERSHIP OBJECTIVES:

1. **INCLUSIVE: CREATE MEMBERSHIP OPTIONS, EVENTS, AND POLICIES THAT ARE INCLUSIVE AND ENCOURAGE A DIVERSE RANGE OF SUPPORTERS TO JOIN THE TRUST**
2. **GROWING: ACHIEVE A SIGNIFICANT INCREASE IN MEMBERSHIP ACROSS ALL CATEGORIES IN THE NEXT 3-5 YEARS TO ENSURE OUR VOICE STRENGTHENS**
3. **EMBEDDED: BUILD THE TRUST'S PRESENCE IN THE LOCAL COMMUNITY MORE EFFECTIVELY, PARTNERING WITH LOCAL BUSINESSES TO CREATE NEW BENEFITS FOR MEMBERS**
4. **RESILIENT: IDENTIFY THE NEXT GENERATION OF TRUST LEADERS, AND BRING THEM ONTO THE BOARD IN FORMAL AND INFORMAL ROLES TO ENSURE CONTINUITY**
5. **FUN: CREATE EVENTS AND INITIATIVES THAT MEMBERS AND SUPPORTERS ENJOY TAKING PART IN, CONTINUOUSLY LEARNING AND CREATING TO MATCH DEMAND**



1. Affiliates & Partnership Development: Building our affiliations with supporters' groups all over the world to bring them closer to the Trust and the club, capturing important and diverse voices.



2. Events calendar: Creating a series of new events for supporters and members, building on our highly successful Heritage events, and introducing new options that cater to different member preferences.



3. Increased forums and engagement events: Bringing members together with Trust Board representatives more frequently to discuss important club issues, answer questions, and ensure members can exercise their voice.

2. Maintain and build our financial resources

The finances of football have changed, with club valuations significantly higher than they were in the early 2000s, but the Trust must continue to increase our resources to ensure we can be there to support the club in the future.

Summary context: The Trust has built up a healthy reserve of money (c.£750k) in recent years but know that to be in a position to support the club in the event of a significant financial issue, we must increase this. Our current shareholding includes multiple share classifications of dilutable and non-dilutable shares, and whilst the Trust have chosen not to match funds or invest further to retain our dilutable B Class Shareholding in the previous funding rounds, we continually monitor this and discuss internally how we can maximise our position without compromising our shareholding or our financial resources unnecessarily. Our protected shareholding provides greater certainty and a presence within the club, but this is an ongoing element of our work.

However, with inflation affecting the value of our cash reserves year-on-year (especially in the heightened inflationary period that we currently find ourselves in), we recognise that pro-active interventions are required and have taken steps to protect our reserves through new investments in low-risk savings accounts.

In the past 12-18 months, we have co-opted members and affiliates with specific, desirable skillsets to reduce our spend on areas such as IT and legal, who have delivered projects and provided support to the Trust Board as part of their volunteer role, saving us thousands of pounds.

As we look ahead, we have several priority initiatives that we will be taking forward *(see below)*.

RESOURCE BUILDING OBJECTIVES:

1. **SECURE: IDENTIFY WAYS TO SECURELY GROW OUR FUNDS BY MAKING TACTICAL BUT EFFECTIVE INVESTMENTS & SAVINGS**
2. **INTELLIGENT: MAKING SOUND DECISIONS REGARDING FURTHER IMMEDIATE INVESTMENTS INTO THE CLUB, WORKING WITH DIRECTORS AND THE CLUB FINANCIAL CONTROLLER TO CONTINUALLY ASSESS THE SITUATION**
3. **CONTROLLED: CAREFULLY REVIEWING AND ASSESSING COSTS, ENSURING PROPOSED INITIATIVES HAVE CLEAR AND MEASURABLE BENEFITS TO THE TRUST AND ITS MEMBERS**
4. **COST-EFFECTIVE: IDENTIFYING WAYS TO REDUCE OUR COSTS (BOTH FINANCIAL AND TIME/RESOURCE BASED) TO MAKE THE TRUST A FITTER AND LEANER ORGANISATION**
5. **COMPLIANT: ENSURE WE ARE MAINTAINING OUR RESOURCES IN A WAY THAT IS COMPLIANT WITH OUR MANDATE AND COMPLES WITH ALL EXTERNAL REGULATIONS.**



1. Trust investment / savings strategy: Identifying ways to securely invest our existing financial resources so that we can take advantage of higher interest rates and better savings opportunities in the market.



2. Fundraising review: Identifying new routes to raise funds that can be secured and protected for future investment into the club. This includes events, donations, and grant funding for initiatives that would otherwise cost the Trust.



3. Investment in sustainable and cost-effective digital tools: identifying ways to reduce and manage costs of our activities more effectively, including the use of more efficient digital tools and systems.

3. Foster strong working relationships with club/owners

We firmly believe that supporters' voices should be integral to decisions that the club makes, but opinions and inputs need to be targeted at the right areas of the club / ownership. We will strengthen relationships to ensure we work and advocate effectively for supporters.

Summary context: The view of the Trust Board is that we will deliver better outcomes when we work with the club as partners, rather than adversaries. We know from our counterpart Trusts what it can feel like to be on the outside looking in, hoping that public pressure will create change. As we operate within a different context, we aim to partner with the club as often as we can to deliver the best outcomes for supporters. We are strong advocates for supporter interests, and whilst we will always object and criticise publicly when it is warranted, we will work constructively with the club and settle our differences privately when appropriate. We will always aim to create transparency for supporters on decisions taken. In the past 24 months, we have:

- **Created new face-offs between Trust Board members and ownership/club management**, putting people with the right skills into the right positions to get the best outcomes (e.g., Finances, Shareholding, Comms).
- **Developed our first Supporter Survey and formed a Matchday Experience Working Group (MEWG)**, with members from the club, Trust, and supporters to tackle specific supporter issues raised directly by the Jack Army.
- **Introduced additional member communications to increase transparency,** including comprehensive written updates & meeting minutes, member Q&A sessions, and a new '**TrustCast**' with members of the club's ownership and management team.

As we look ahead, we will introduce several new initiatives focussed on strong working relationships.

WORKING WITH THE CLUB - OBJECTIVES:

1. **CONSTRUCTIVE: WORK IN A PRODUCTIVE AND PRAGMATIC WAY WITH THE CLUB'S OWNERS AND MANAGEMENT TEAM ON ALL RELEVANT MATTERS**
2. **TRANSPARENT: INCREASE WHEREVER POSSIBLE THE LEVEL OF TRANSPARENCY ABOUT CLUB MATTERS THROUGH OUR COMMUNICATION**
3. **EVIDENCE-BASED: INCREASE THE FREQUENCY AT WHICH WE ENGAGE WITH MEMBERS AND SUPPORTERS TO GATHER QUANTITATIVE AND QUALITATIVE FEEDBACK**
4. **INNOVATIVE: IDENTIFYING NEW WAYS TO COMMUNICATE WITH SUPPORTERS, REFLECTING THE DIFFERENT PREFERENCES OF THOSE WHO ENGAGE WITH US**
5. **ROBUST: CONTINUE TO MONITOR ONGOING APPOINTMENTS OR CHANGES TO THE CORPORATE GOVERNANCE STRUCTURES TO ENSURE THEY ARE COMPLIANT AND SUITABLE**

1. Supporter Pulse Surveys: Introducing new surveys to continually gather supporter feedback and measure perception on all facets of the club and increase our evidence base for club discussions and decisions.

2. Expanding digital comms: Increasing the frequency and reach of our digital comms, including through our Podcast series and YouTube, asking the questions publicly that our members and supporters want to know.

3. Leading national conversations: Working with the Football Supporters Association to advocate for national changes to regulations and policies that impact supporters (such as the Fan Led Review).

4. Improve how we operate as an organisation

The Trust must continue to adapt, evolve, and improve the way we operate so we are more efficient, sustainable, and able to meet the needs of our members, supporters, and partners. This starts at home, with improvements to our processes, systems, and ways of working.

Summary context: The Modernisation group was established in 2021/2022, reflecting the need for organisation-wide improvement of the Trust's internal and external systems and processes. The remit of the group is to look across all activities that we deliver as an organisation and identify ways to do things better, with a focus on those that meet our key objectives. A key part of our mission is to drive efficiency and ensure we are using the resources at our disposal effectively, whilst also meeting our objectives. As part of our new strategy, modern processes and systems are vital.

To date, our successes have included:

- A **new front-end website**, which was successfully launched in **February 2022**, alongside upgrades to our network and hosting infrastructure and our cyber-security capabilities.
- A **new membership database and communications system (August 2022),** with capability for members to manage their own information, create related accounts, and enrol in auto-renewal of their membership.
- **Introducing card payments on matchdays for the first time,** enabling members to pay for membership, donate, or purchase items, (August 2022).

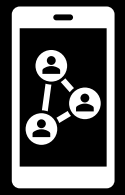
As we look ahead, we have several priority initiatives that we will be taking forward *(see below)*.

MODERNISATION OBJECTIVES:

1. **FORWARD FOCUSSED: BUILD A TRUST THAT WILL STAND THE TEST OF TIME AND HAVE THE FOUNDATIONS FOR THOSE THAT FOLLOW US**
2. **RESILIENT: REDUCE THE RELIANCE ON INDIVIDUALS OR SINGLE ORGANISATIONS BY EXPANDING OUR SUPPLIER BASE, SIMPLIFYING SYSTEMS, AND INTRODUCING AUTOMATION**
3. **EFFICIENT: INCREASE THE SPEED AT WHICH WE CAN DO THINGS, AND REDUCING THE NEED FOR NON-VALUE ADDING/MANUAL ACTIVITY BY BOARD MEMBERS**
4. **COST-EFFECTIVE: IDENTIFY WAYS TO REDUCE OUR COSTS (BOTH FINANCIAL AND TIME/RESOURCE BASED) TO MAKE THE TRUST A FITTER AND LEANER ORGANISATION**
5. **SECURE: UPGRADE OUR SYSTEMS AND PROCESSES TO ENSURE THEY ARE SECURE AND PROTECT BOTH TRUST AND MEMBER INFORMATION EFFECTIVELY**



1. Digital records & collaboration: Introducing new digital solutions for better co-working, secure document storage, and improved communication both within the Trust and with members and supporters.



2. Social Media Tools & Branding: Introducing tools to help us better manage and optimise our social media platforms, increasing engagement, and in-turn building increased membership and following.



3. Digitising our club & Trust history: Collecting artefacts, documents, and information and displaying it for all members online, working with any supporters who wish to support this endeavour.

5. Expand our presence in the local community

The football club is at the heart of the local community; as a representative and ambassador for supporters, we must increase our own presence in the community, working with partner organisations to build awareness and provide meaningful support to others.

Summary context: Football clubs and their communities are often inextricably linked, and the success of the local team often has a positive financial and non-financial impact on the surrounding area. The Trust recognises the importance of consistent community engagement, seeking to build awareness and support important community causes each year, focussed on grassroots football, inclusion, and education in schools. To date, these have included:

- **Introducing the Schools & Colleges Project** across Swansea, including through the Welsh Baccalaureate and our work to introduce GCSE Business Studies students to the club as an example of a local business, including free tours of the stadium and meetings with club staff. The initiative has benefitted hundreds of students in the past few years.
- **Annual sponsorship of the Swansea Junior League, Swansea Senior League u15s/u16s, West Wales Women's and Girls leagues, and the Swansea Schools FA**, providing important funding for equipment and resources to enable more young people to play football, and to continue building the pipeline of future Swansea stars. Plus supporting deserving local charities such as 'Faith in Families' at Trust events & on home match days.
- **Founding member of the Former Players Association (FPA),** a joint initiative aimed at bringing former players back into the community, whilst also providing support and resources to them (including financial aid and wellbeing support).

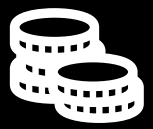
COMMUNITY DEVELOPMENT OBJECTIVES:

1. **INCLUSIVE: REPRESENT THE VIEWS OF THE ENTIRE SUPPORTER-BODY, WITH A SPECIFIC INTEREST ON IMPROVING FACILITIES AND POLICIES THAT PROMOTE INCLUSIVITY.**
2. **AWARE: INCREASE AWARENESS FOR IMPORTANT COMMUNITY INITIATIVES AND CAUSES, HELPING ORGANISATIONS ACHIEVE ADDITIONAL RECOGNITION AND SUPPORT.**
3. **REPRESENTATIVE: RETAIN OUR SEAT ON THE SWANS FOUNDATION TO PROVIDE SUPPORTER INPUT INTO FOUNDATION PLANS AND INITIATIVES.**
4. **SUPPORTIVE: CONTRIBUTE FINANCIALLY AND NON-FINANCIALLY TO IMPORTANT COMMUNITY ORGANISATIONS, WORKING WITH MEMBERS TO IDENTIFY WORTHY CAUSES.**
5. **PRESERVATION: WORK TO PRESERVE KEY ASPECTS OF THE CLUB'S HERITAGE AND HISTORY, ENSURING THEY ARE AVAILABLE FOR GENERATIONS TO COME**

As we look ahead [illegible] ll be taking forward *(see below)*:



1. Community Development Fund: Introducing a new central fund, managed by the Trust, which identifies and contributes to important local initiatives on a one-off and regular basis, with input from members and supporters.



2. Fundraising plan: Identify and implement a fundraising plan to support local initiatives outside of the Trust's donations to local causes, including through sponsored events, raffles, and other crowdfunding opportunities.



3. Preserving the club's heritage: Working in the local community to preserve and maintain the club's history, including former players and managers, facilities (e.g., Vetch Field), and influential community figures.

OUR COMMITMENTS

As part of this strategy refresh, we are making a number of commitments to our members, supporters, partners, and the community

Trust commitments (1/2)

Membership	Finance & Legal	Communication
MF1: Membership of the Trust shall normally be for a one-year period commencing 1st August each year and ending 31st July. Membership benefits shall only be available to Trust Members and options for proof of membership will be explored. Types of membership and fees will be reviewed annually.	**FL1:** The Trust will not sell its existing stake (c.8%) or the 5% permanently protected ownership share in the club, or relinquish its Director seats on the Club Board without express permission from our members.	**C1:** The Trust will continue to both consult with and ask questions to the Club CEO and majority owners at every available opportunity to protect the interests of the club and our members and supporters. The Trust will provide regular and detailed updates (including statements) to members and supporters to clarify matters only when information can be verified and does not have any potential negative legal, financial or confidentiality implications for the club. The Trust will publish a Strategy and keep under regular 5-year review, with an accompanying Action Plan reviewed annually. This will help members to consider and help identify the priority working areas of the Trust as an individual organisation and with the club.
MF2: The Trust is committed to engaging with supporters, local communities and businesses, encouraging people to become members of the Trust to increase our membership base and support our fan-owned movement & strengthen our voice in the club board room.	**FL2:** The Trust will meet and comply with the standards and rules of the Financial Conduct Authority in carrying out its business. The Trust will maintain its Share Certificates in both Swansea City Football Club and within the governing body for Supporters Trusts, the Football Supporters' Association.	**C2:** The Trust will maintain regular contact with the Club's CEO, senior management and the majority owners regarding club operations, further investment into the club, and will continue to engage with potential investors, ensuring that they understand the role that the Trust can and does play within the club and the community. We will challenge when appropriate and will ensure we have the right people in the room to discuss different matters, such as finance.
MF3: Fundraising will be achieved through membership fees, donations and events. The purpose of fundraising is to cover ongoing servicing costs and to support discretionary costs & grants that relate to community development projects and initiatives.	**FL3:** The Trust will abide by its latest Model Rules as issued, modified and approved through the Football Supporters' Association (FSA) and Financial Conduct Authority (FCA)	**C3:** The Trust will continue to work alongside the Club CEO and majority owners to ensure their senior appointments and investment models fit within the necessary requirements as laid out by the EFL (or PL) and within the parameters of what the Trust believe are in the best long-term interests of the club.
	FL4: The Trust will take active measures to preserve and increase our financial reserves, including through targeted investments/savings that reduce the impact of inflation on our cash reserves.	

Trust commitments (2/2)

Modernisation	Community Engagement (Contributions)	Community Engagement (Networks)
M1: As part of a continuous programme of improvement and modernisation the Trust will identify ICT (information & communication technologies) initiatives aimed at improving the services it provides to members, improving efficiency and reducing costs.	**CD1:** The Trust will represent the views of members to the football club and other bodies in the interest of improving facilities.	**CD5:** The Trust will take an active role in relevant Football Supporters Association Networks/Working Groups. Trust Board members will undertake all relevant FSA training courses.
M2: The Trust will continue to gather information, documents, and images from our history and welcomes any additional content from members and fans to store as part of a digital archive & ongoing heritage initiatives.	**CD2:** The Trust will continue its involvement with and support for football club and community projects/programmes as well as junior and women's football, and our heritage series (*inc. telephone equipment box designs, blue and red plaques, walls of fame, heritage talks and other Swans related historical events alongside local author and Trust Ambassador David Brayley, and restoring parts of the Vetch Field – Players Entrance, Gates etc)*	**CD6:** The Trust will continue to be represented on the Former Players' Association Committee, supporting the Association to grow and to work with those who become members to help former players who may be less fortunate than themselves.
M3: The Trust will continue to build on its digital presence and bring ever more information and clarity to members and supporters about what is going on within the club and with the Trust. The Trust encourages open discussion through social media, but will not tolerate offensive, indecent, discriminatory or threatening comments. Personal attacks, trolling, abuse and spamming will not be tolerated. The Trust reserves the right to delete comments at our discretion and block any repeat offenders.	**CD3:** The Trust will maintain and expand upon links with local schools and colleges, working collaboratively with the club and Swans Foundation, to continue to deliver the Welsh Baccalaureate initiative to Welsh Joint Education Committee standards.	**CD7:** The Trust will continue to encourage and support officially recognised supporter groups and the establishment of new groups. We will also look to support the Global Jacks and International Supporters' initiative that aims to reach out to all supporters who live further afield than Swansea or who may not be part of an officially recognised supporter group.
M4: The Trust will embed sustainability considerations into decision making to ensure its actions make a positive impact on members and the lives of supporters of the football club.	**CD4:** The Trust will retain our permanent position on the Swans Foundation Trustees & Former Players Association & work collaboratively on community outreach projects eg. 'Faith in Families'	

YOUR QUESTIONS ANSWERED

A selection of questions that we have answered for supporters in recent months



FAQs

WILL YOU ALWAYS WORK WITH THE CLUB, EVEN WITH THE CURRENT OWNERS?

Yes. We believe that the best way to affect change is to be in the room when decisions are made and have constructive relationships with the majority owners to ensure our voice is heard. That relies firstly on having credibility, something we don't have if we oppose working with them out of hand or object at the first opportunity to any proposal. Mutual respect and pragmatism are vital for any highly-functioning organisation, and the Trust and owners can be no different in this regard. We should all have the same aims and objectives for the club.

WHAT HAS THE TRUST ACTUALLY ACCOMPLISHED IN THE LAST TWO YEARS?

A significant amount. The Trust Board work incredibly hard behind the scenes every day, both within sub-groups and within the club to ensure the supporter voice is heard. There is a long list of initiatives, decisions, and interventions that the Trust has supported on behalf of both individual supporters and the wider Jack Army that are perhaps unseen. We meet with the majority owners and club management regularly to discuss all manner of things and aim to share as much of that back as we can. This document outlines just a small number of the things we have done in the last 2 years.

DOES THE TRUST REALLY HAVE RELATIONSHIPS WITHIN THE CLUB?

Our Trust Board Members have strong working relationships with club staff across almost every department, in addition to the direct relationships that our Officer Group hold with the CEO, Director of Football, and Finance Director.
Our current Supporter Director and Associate Director are both **permanent members of the Club Board**, and those two positions exist in perpetuity on the Club Board by annually elected representatives of the Trust Board.

FAQs

WHAT IS YOUR AMBITION FOR THE CLUB?

We, like all supporters, want a club that we can be proud of. That means being highly successful on the pitch (*with a return to the Premier League being our goal*), as well as being a sustainable and successful organisation off the pitch. Those two should not conflict – we cannot sacrifice the financial security of the club to chase promotion, but we must find ways to get better every year. We also want stability, focus, and transparency from the majority owners.

HOW DO I GET INVOLVED?

You can join the Trust as a member online (www.swanstrust.co.uk/join-the-trust) or by visiting our Trust Kiosk on any home matchday (located next to the club shop). We have several membership categories depending on your age, and welcome members throughout the year. Our membership year runs from August 1st to July 31st each year.
If you'd like to get more involved, you can volunteer with us or put yourself forward in our annual election cycle.

JOIN HERE

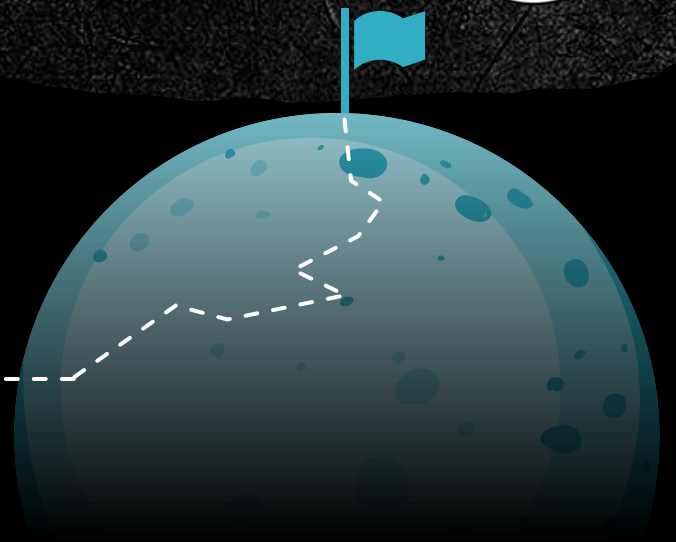
SUPPORTER CONSULTATION

Before we launch this strategy, we want to hear from you, the supporters on what else you believe the Trust needs to focus on in the next three years



CONSULTATION QUESTIONS





TRUST AIMS

1

To what extent to you agree with the new proposed Trust Aims?

PRIORITIES

2

What do you feel the Trust should be focused on in the next 2-3 years?

INITIATIVES

3

Which types of initiatives would make you more likely to actively support or join the Trust?

SUCCESS

4

What does a successful Supporters' Trust look like to you in three years' time?

You can use this link to have your say: Feedback