

**Minutes of the Fan Advisory Board (FAB) Meeting  
18:00hrs, 6 February 2024 - Fred Keenor Lounge, Cardiff City Stadium**

Cardiff City Football Club Limited (the “Club”)

Company Number: 00109065

**PRESENT**

Steve Borley (SB)  
Philip Jenkins (PJ)  
Gavin Hawkey (GH)  
Wayne Nash (WN)  
Mona Sabbuba (MS)  
Amy James (AJ)  
Dawn Williamson (DW)  
Huw Warren (HW)  
Ashley Brown

**POSITION**

Nominated board level Representative (NBLR)  
Financial Director  
Community Foundation Director  
Head of Operations  
Head of Ticketing  
Head of Fan Experience  
Head of Human Resources  
Head of Commercial  
FSA Head of Supporter Engagement and Governance

**Statutory FAB members**

|                       |                                                |
|-----------------------|------------------------------------------------|
| Keith Morgan (KM)     | Supporters Trust Representative                |
| Mike Spear (MS)       | Supporters Trust Representative                |
| Kieran Jones (KJ)     | Disabled Supporters Association Representative |
| Luke Summerfield (LS) | Supporters Club Representative                 |
| Jane Ford (JF)        | Supporters Club Representative                 |

**Directly Elected FAB members**

|                     |                                     |
|---------------------|-------------------------------------|
| Jamie Anderson (JA) | Directly elected FAB Representative |
| Allyson Rees (AR)   | Directly elected FAB Representative |
| Fraser Worth (FW)   | Directly elected FAB Representative |
| Michael Weedon (MW) | Directly elected FAB Representative |

|                   |                               |
|-------------------|-------------------------------|
| Paul Corkrey (PC) | FAB Secretary & Administrator |
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**APOLOGIES**

|                  |                                          |
|------------------|------------------------------------------|
| James Askey (JA) | Head of Customer Relationship Management |
| Vince Alm (VA)   | Directly elected FAB Representative      |
| Mark Denham (MD) | Head of Communications                   |

**Absent**

|                       |                                     |
|-----------------------|-------------------------------------|
| Nathan Griffiths (NG) | Corporate / Sponsors Representative |
|-----------------------|-------------------------------------|

|          | <b>Item</b>                                                                                                                                                                                                                                                                                                                                            | <b>Action</b> |
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| <b>1</b> | Previous Meeting Minutes<br>This was the first meeting so no previous minutes.                                                                                                                                                                                                                                                                         |               |
| <b>2</b> | <b>SB</b> opened the meeting by introducing himself and his relationship with the club from fan to director over many years and the changes that have happened during those times. He wants this new board to work together, participate, express views, and ask questions. He believes it is a great initiative and will help fans understand how the |               |

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|   | club operates but also offers the club the opportunity to listen to the fans at the highest level. He believes it is a positive concept and looks forward to seeing how it develops.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                |
| 3 | <b>AB</b> the FSA head of Governance, was a guest at this meeting and spoke to the newly elected FAB members ahead of the meeting, offering them advice and guidelines. He addressed the FAB and agreed with <b>SB</b> , he added that the meetings need to be strategic, informative and two ways, both sides listening and respecting each other's views, even when they conflict. Everyone should contribute, speak their minds and work towards mutual agreement, whenever possible. He urged the fan representatives to communicate with each other, the club, and the fan base in order to reflect the views of the fans not their own personal agendas. It's a new concept and he encouraged everyone to give it a chance and collectively help it evolve into a mechanism that will benefit everyone with an interest in the football club.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |
| 4 | <b>WN</b> discussed the UK Gov: Football Governance / Fan Led Review, he detailed the reasons why all political parties will support the Fan Led Review (FLR) and its 3 primary objectives of Club sustainability; systemic (football pyramid), stability and cultural heritage. The Government will not require a shadow board but will impose specific licence conditions to ensure engagement is of an appropriate standard. To comply, football clubs will need to demonstrate a framework to discuss key matters and other issues of supporter interest. Setting up this FAB ahead of any decisions from the government demonstrates our commitment to comply with any future fan engagement requirements and follows the structures that have been introduced in the Premier league.<br>He went through the NBLR role and structure Structure of Fan Advisory Board (FAB) – confirming that there will be nine representatives from the Club and eleven Supporters representatives. He then outlined the terms of reference. <ul style="list-style-type: none"> <li>• FAB Secretary – The Supporters Liaison Officer will be the FAB secretary.</li> <li>• Meetings – There will be 4 meetings per year – Jan, Apr, July, &amp; Oct</li> <li>• Terms of reference –will form the basis of the MoU and subsequently the FAB agenda matters would include. <ul style="list-style-type: none"> <li>• Competition matters</li> <li>• Enhancing the fan experience</li> <li>• Stadium development and projects</li> <li>• Sustainability and corporate and social responsibility initiatives</li> <li>• Improving fan products and services</li> <li>• Football governance.</li> <li>• History and heritage</li> </ul> </li> </ul> |                                                                                |
| 5 | <b>WN</b> Described the Fan Engagement Standard and current structure for fan engagement at the football club, he confirmed that we will continue with regular Supporter Liaison Group meetings where Travel Group members (including the Supporters' Club, Supporters' Trust, Disabled Supporters Association, and independent travellers) focus on operational matters including ticketing, travel and fan behaviour at home and away fixtures.<br>We will introduce a Fans' Parliament 'City Hall' event (routinely in February and September) where a larger number of supporters can speak to the Chairman, CEO and Club FAB members.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                |
| 6 | Cardiff City Club Head of Departments introduced themselves and explained their roles at the club. Each will be available at meetings and are looking forward to interacting with the FAB. <b>DW</b> said she was hoping that a fan representative would                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Look at FAB to appoint appropriate person.</b><br><b>Look at setting up</b> |

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|    | champion the EDI issues and was also interested in working with and setting up focus groups.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | possible EDI group and female focus group (PC)                                                                                  |
| 7  | The statutory /elected FAB members introduced themselves and briefly discussed their expectations and past experiences of fan representation, they all expressed their desire to represent the fans and to contribute to the meetings. Mention was made of the excellent candidates that put themselves forward for election, especially those short listed. The FAB did not want to lose these fans or their enthusiasm and expertise. WN said that they would be contacted to gauge their interest in joining focus groups that could feed into the FAB, first contact had already been made.                                                                                                                                                                                                       | Contact short listed candidates to gauge their interest in creating and participating in focus groups.(PC)                      |
| 8  | <b>MOU</b><br>The Memorandum of Understanding was studied by both the club and the FAB. Fan representatives were asked to take the documents with them, study them and come back with any suggestions they have about amendments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Any revisions suggestions should be sent to the secretary. (ALL)                                                                |
| 9  | <b>Signing of documents</b><br>The Statutory and directly elected FAB members read through and agreed to abide by and sign the Code of conduct and confidentiality documents. Some already had read them and signed whilst others took them away with a view to reading them and signing at a later date. It is a condition of the FAB that the code of conduct and confidentiality documents are agreed and signed by the FAB.                                                                                                                                                                                                                                                                                                                                                                       | All documents must be read and signed by all fan representatives and returned to the secretary.(FAB)                            |
| 10 | <b>Discuss election of Co-Chair, length of term of Co-chair/FAB members</b><br>The FAB need to decide on a number of issues ahead of the next meeting, these include electing a co-chair, also to determine the length of time board members serve etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The Fan reps will organise meetings amongst them selves and report back at the next FAB (FAB)                                   |
| 11 | <b>Structure of future meetings</b><br>In future there will be an agenda devised by the co-chairs and circulated a minimum of ten days ahead of the next meeting. All meetings will be recorded and with the minutes agreed by all parties before published on official websites. Agree a date well in advance of the next FAB to enable maximum participation.                                                                                                                                                                                                                                                                                                                                                                                                                                       | Provide Agenda to all FAB members a minimum of 10 days before next meeting. Decide on date of next FAB as soon as possible( PC) |
| 12 | <b>Safety culture-report it now</b><br>WN discussed the new Safety culture app the club and the desire for it to assist the club with "real time reporting" We want the fans to come to the stadium and feel safe and comfortable but realize there can be issues and this app. makes reporting issues very simple. It can also be used to report other things on a match day. Everything reported will go back to the control room, logged and when required immediately acted upon. A lot of work has gone into providing this system and it came from seeing best practice at other clubs. Gareth Williams from the club's operations team has been leading this and WN explained that there were now 15000 seat stickers and many posters all over the stadium that fans can use to make reports. | Promote and communicate to fans the safety culture app. (ALL)                                                                   |
| 13 | <b>Transfer window.</b><br>PJ and SB went through the process of the January transfer window. They explained the frustrations and problems they faced and the fact that throughout the EFL Less than 20 % of money spent compared to last year which meant there was less availability of players especially loans, however the club believed that the club had done good business bringing in 6 new players and finding clubs for many of the fringe players and under 23 squad.                                                                                                                                                                                                                                                                                                                     |                                                                                                                                 |
| 14 | <b>Financial Fair Play</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                 |

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|    | <p><b>PJ</b> used a table to explain to the FAB the profitability and sustainability (P &amp; S) rules see appendix (1) and the CFRU (Independent club financial reporting unit) which all clubs work under. We have had to be very vigilant and work hard not to fall foul of these regulations and <b>PJ</b> was happy to report that we had in fact worked within these rules throughout January.</p> <p><b>SB</b> added that it should be noted that even if the richest man in the world had bought the club, they would still have to comply with these rules. <b>PJ</b> explained that clubs cannot inflate income/sponsorship just to try to balance their books. For instance, they can't claim they had £100 million shirt sponsorship, because it's unrealistic and the EFL will revise that figure in the accounts to replicate similar shirt sponsorship deals at other clubs, this prevents falsifying income streams.</p> |                                                                                                                          |
| 15 | <p><b>Any other business</b></p> <p><b>MW</b> commended the team manager Erol Bulut's willingness to attend social events in the community <b>PC</b> commented that <b>AJ</b> lead on this and she said how good it was that the manger wanted to participate in these events, also the fact that he enjoyed attending them.</p> <p><b>MW</b> wanted to discuss some matters around Customer Relationship management (CRM) and marketing, <b>HW</b> explained that he could assist with this but also that James Askey would be able to attend future meetings if required. <b>WN</b> said that if the FAB would benefit from anyone at the club attending these meetings, who are not part of the FAB, we could invite them along.</p>                                                                                                                                                                                                  | <p><b>Enquire between meetings if the FAB require anyone to attend meetings who are not members of the FAB. (PC)</b></p> |
| 16 | <p><b>Conclusion</b></p> <p><b>SB</b> summed up the meeting with a few words of encouragement and advice to all FAB members, he reiterated the need to communicate and participate, he welcomed debate and stated that "no question is a silly question" He wants board members to express themselves and bring ideas, advice, and the voices of the fans to these meetings. He finished by thanking everyone for attending.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                          |
| 17 | <p><b>Meeting closed 8 pm.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                          |

Appendix (1)

| Profitability and Sustainability (P&S) Rules |                             |              |              |                  |
|----------------------------------------------|-----------------------------|--------------|--------------|------------------|
| £M                                           | Assessment Period (3 years) |              |              | Maximum P&S Loss |
|                                              | T-2                         | T-1          | T            |                  |
| <b>Premier League - 3 years</b>              | Premier                     | Premier      | Premier      | Total            |
| Allowable Loss                               | (35)                        | (35)         | (35)         | <b>(105)</b>     |
| <b>Championship - 1 year</b>                 | Championship                | Premier      | Premier      | Total            |
| Allowable Loss                               | (13)                        | (35)         | (35)         | <b>(83)</b>      |
| <b>Championship - 2 years</b>                | Championship                | Championship | Premier      | Total            |
| Allowable Loss                               | (13)                        | (13)         | (35)         | <b>(61)</b>      |
| <b>Championship - 3 years</b>                | Championship                | Championship | Championship | Total            |
| Allowable Loss                               | (13)                        | (13)         | (13)         | <b>(39)</b>      |