

**Minutes of the Fan Advisory Board (FAB) Meeting
18:00hrs, 9 December 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)
Lee Southernwood (LS)
Wayne Nash (WN)
Mark Denham (MD)
Amy James (AJ)
Gavin Chesterfield (GC)

POSITION

Nominated board level Representative (NBLR)
Financial Director
Community Foundation Director
Football support executive
Head of Operations
Head of Communications
Head of Fan Experience
Academy manager

Statutory FAB members

Keith Morgan (KM)	Supporters Trust Representative (Vice-Chair)
Jeremy Williams (JW)	Supporters Trust Representative
Kieran Jones (KJ)	Disabled Supporters Association Representative (Secretary)
Luke Summerfield (LS)	Supporters Club Representative

Directly Elected FAB members

Michael Weedon (MW)	Directly elected FAB Representative (Chair)
Allyson Rees (AR)	Directly elected FAB Representative
Fraser Worth (FW)	Directly elected FAB Representative
Vince Alm (VA)	Directly elected FAB Representative

FAB Secretary & Administrator

Paul Corkrey (PC)	Supporter Liaison Officer
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APOLOGIES

James Askey (JA)	Head of Customer Relationship Management
Mona Sabbuba (MS)	Head of Ticketing
Dawn Williamson (DW)	Head of Human Resources
Huw Warren (HW)	Head of Commercial
Jane Ford (JF)	Supporters Club Representative
Jamie Anderson (JA)	Directly elected FAB Representative

	Item	Action
1	Welcome WN welcomed and introduced everyone and set out the agenda for the meeting.	
2	Steve Borley opened the meeting and felt we needed to address the FAB letter and the Club response. The FAB stated how important it was that fans are addressed by Chairman and/or CEO and asked SB if he could raise this with KC and MD. SB agreed that he would	Added to appendix agreed on 11/12/2024

	<p>raise this point with the relevant board members. The FAB stressed the reasons for sending the letter, the importance of a transparent long term plan, with the communication from the directors and owners, which has not been good enough. Leaving an interim manager in place for that length of time with no communication to him or the fans was not good enough.</p> <p>FAB further noted that the response from CCFC to FAB's open letter did not answer any of the concerns raised and this has angered fans. CCFC instead pointed to MOU protocol not being followed which the FAB accepted.</p> <p>A full and frank discussion took place, and it was agreed that in the first instance, Steve Borley as Co-Chair. Should have had notice of the letter before it was published; it was accepted that this was an oversight of protocol.</p> <p>In terms of the content of the letter and the Club response, it was accepted that both parties could have toned down the language and that, going forward, better and direct lines of communication would overcome this problem. All representatives agreed that better communication between parties was the way forward and agreed it was in everybody's interest to work together for the common good.</p> <p>Following the meeting the three questions in the letter were answered, sent to FAB secretary, they are added to the appendix of these minutes.</p>	
<p>3</p>	<p>Memorandum of Understanding (MoU) and Terms of Reference (ToR)</p> <p>PC reminded everyone that both the MOU and terms of reference are due for review and renewal. Recommendations should be ready for the next FAB meeting in March</p>	<p>Both documents to be reviewed and updated by next FAB meeting (all)</p>
<p>4</p>	<p>Season ticket update, family stand.</p> <p>MW It's been raised again by fans who have contacted the FAB regarding the noticeable empty seats in the family stand. What % of season ticket holders attend regularly?</p> <p>WN This was discussed in the fans parliament (FP) and the club are aware of the issue. Extensive marketing does take place to improve attendances and promotions are planned throughout the season.</p> <p>AJ, I met with James Askey and Mona Sabbuba recently to look at ways of driving up attendances in the family stand and confirmed that there are still three promotions planned targeting schools and grass roots football clubs.</p> <p>SB Lunch time kick offs are not helping, many young children can only play football in the mornings throughout the city and the valleys and that means they then can't attend our games.</p> <p>WN This point was made at the FP where Ken Choo agreed it was detrimental to attendances although the enhanced deal, we had from the Sky deal was substantial.</p> <p>KM Agreed this was financially beneficial now but unless something is done, and we appreciate AJ is working on this, we risk losing a generation of fans.</p> <p>MW stated that a large percentage of clubs had also reported reduced attendances on the back of the early kick offs but obviously the financial package was too generous to turn down.</p> <p>WN The club are fully aware of the implications and share the fans concerns. We see that on match days when it's a struggle to get enough mascots or flag bearers due to the early kick offs.</p> <p>KM asked if it's true that 80% of the seats are sold they are just not coming to games AJ confirmed this WN said that JA had data capture proving we have excellent communication and feedback from young fans, people are speaking to us and connecting, but obviously whilst that is an important method of connecting with fans we want them here at the games and that's the aim.</p>	

	<p>MW Agreed with what was said but also believed there is apathy at the stadium, some believing the club doesn't care, and fans are voting with their feet to a certain extent, and we are losing the physical attendance, the fact we have fans who have paid for tickets but still do not come is testament to that. I am happy to hear that things are being done but fear that it might be indicative of bigger concerns and feeling for the football club.</p> <p>AJ, we have started internal discussions around reintroducing both the Schools Ticketing League, and the Grassroots Ticketing League for next season. This is a way of incentivising group ticket sales to young supporters as one way to populate the Family Stand.</p> <p>WN there is data available for "no shows" and it is a concern, not just for us but the EFL in general.</p> <p>AR said it was visible throughout all the leagues that stadiums had empty seats, even in the Premier league despite the attendance figures saying differently.</p> <p>WN Every club must declare tickets sold not the actual attendance.</p> <p>VA Believes we could be down by 30% on actual attendees but if we were top of the league that would reduce dramatically, he argued that you will always get fans who can't make early kick offs but he suggested that most clubs who are struggling on the field suffer more. Has there been any feedback from EFL meetings?</p> <p>SB Pretty sure this information is available because the EFL do send out regular surveys about all sorts of things including attendances.</p> <p>VA that's probably where we had some information back through the Football supporters Federation (FSA)</p> <p>AJ the take up for the "kids for a quid" was poor ahead of the postponed Watford game" whereas in the past it was well supported.</p> <p>VA believes "kids for a quid" doesn't work anymore, we have had two seasons in the Premier league and many fans across south Wales "cherry pick" games and this applies across all sports. You can work as hard as you like when the club is struggling but a winning team will see increased attendances, fans want to see entertaining winning football. We will always have our hard-core support but to encourage others will be difficult when the club is struggling. We often don't see Mehmet or Ken at games, fans rarely hear from Vincent Tan and haven't seen him for a long time. They are not exposed to the unrest building and negativity on the message boards with some factors talking about protests directed at the owner ahead of the South Wales derby in January.</p> <p>MW added that there is a perception amongst many of the fan base that senior executives don't care what the fans think, and it would make such a difference if some rebuilding could be done, better communication from the top level at the club, it was done after the rebrand, but it does seem to be drifting this last three or four years.</p>	
5	<p>Protecting club heritage</p> <p>FAB asked How are training ground plans progressing?</p> <p>PJ As per Fans Parliament confirmed that we are currently carrying out preparatory work on the new training site and completing the design with a view of going out to tender in late 2024 or early in 2025 with construction commencing in summer 2025 and completion in Autumn 2026.</p> <p>VA asked what the quarters were and are we in quarter 4 now?</p> <p>PJ confirmed that we are using calendar quarters and were in quarter 4 now.</p> <p>SB, we have the package ready to go and LS had sent details through to me recently which I will review it.</p> <p>PJ we are on target to go on tender in quarter one next year despite some delays.</p> <p>FAB With the delays mentioned in the fan's parliament, does this have any implications on the FAW's desire to expand and move CCFC to pastures new?</p> <p>WN, no, we have an excellent relationship with the FAW and as we progress the training ground project it will become mutually beneficial as football in Wales grows and more people using all the facilities.</p>	<p>WN needs to produce and share a schedule of the car park and identify how many lampposts we have available</p>

	<p>FAB Following our email requesting an FF & E schedule, with reference to the museum, is there an update here since we emailed the club looking to support this initiative?</p> <p>WN This will have added focus for 2025 and this year our pathway was to build a large storage area for the club shop in that area. An increasing proportion of our sales are now online, so we are creating an online processing area. So, all the deliveries had been stored in the Museum area, these will now be cleared and stock hopefully sold over the Christmas period, we can clear the museum area up and then look to progress the Museum through 2025, we would look for ideas from the fans and the keen eye of the media and Comms departments to start putting things together based on our plans. We can confirm we have planning permission from the council and the building regulations have all been approved.</p> <p>FAB We welcome this news and are happy to contribute ideas going forward.</p> <p>FAB The focus group for the bereavement fund were unanimous in supporting fundraising and planning for lamp post banners to celebrate past players, within the stadium footprint (Just outside the CCS on CCFC property). Will the club support this initiative? Can Morgan's consult assist?</p> <p>WN On our property around the stadium we would be delighted to help and assist. With regards to Morgans consult, it should be noted that they are a private company that can be approached to do this work, but you can also look for other companies that can do similar and get the best deal for you, you will also need lamp post fixings etc but we are very happy for this to go ahead and think it's a good idea.</p> <p>MW How would the FAB get this off the ground in terms of planning and funding? We do have some monies left over from the Sol Bamba flag, but we believe we would have to go out to the fans to get support with each lamppost banner and fixing likely to cost around £400 so what do the club think our next tangible steps should be?</p> <p>WN moving forward we can look at fund raising, get a site plan, get the guys from Morgans' down and ask for their thoughts then possibly get together with an action group to decide how to progress the idea.</p> <p>VA obviously we can get costs etc and now you have agreed that are no objections to this happening in the car park we need to get out to the fans and let them decide what legions they want on the banners, maybe from indifferent eras, so it reflects the views of the fans.</p> <p>MD suggested the fans may also consider past managers and the FAB said they would also consider this.</p> <p>AJ Once you have the finance in place maybe the FAB could provide us with a shortlist of players in the different eras and that would make it easier for the Comms department to set up a process in which the fans could pick their favourites.</p> <p>WN We can give you a schedule of the car park and identify how many lampposts we have available and create a grid reference for them, you can then go to your preferred company get prices and decide how many are affordable and viable to do.</p> <p>VA Asked if the club could facilitate a vote from the fans from the entire fan base rather than just supporter groups, so everyone has a chance to decide. We used to come to the stadium and the plain "Lego like blue and white blocks" and nothing really to say it was the Cardiff City stadium but now we have the statue, and murals around the stadium exterior which are great, and the lamp post flags will enhance this even more.</p>	
6	<p>125 updates</p> <p>The FAB are pleased with 125 launches so far and fan feedback has been very positive.</p> <p>Can the club provide an update to remaining plans for the season?</p> <p>James Askey was due to attend tonight but is ill, he will give an update at the next SLO meeting where he will also explain the new "Bluebirds uncaged" initiative.</p> <p>There has been lots going on including many home visits by the players, coordinated by Amy and Ben, which are available to see on social media and club channels.</p> <p>Our series of "Era's" films are now being put out on our website and social media platforms and are being very well received.</p>	<p>JA to update fans at January SLO meeting</p>

	<p>Are new murals still in the pipeline? WN Two new ones are now Installed, and the family were to unveil on Saturday. Amanda Whittingham came to view today, and they will be seen at Wednesdays game v PNE.</p> <p>They are in the Canton stand concourse in honour of Peter Whittingham and Sol Bamba and are excellent, we are sure the fans will love them.</p>	
7	<p>Corporate governance</p> <p>FAB What are the processes for hiring a new manager? Club No fixed process.</p> <p>FAB Is there a consistent criterion applied to the search for candidates. Club, No</p> <p>FAB How many consultants both individuals and agencies are involved? Club, no specific consultants, just various agencies trying to get the club to appoint their managers.</p> <p>FAB Are they employed/engaged with consistently by the club? Club, no</p> <p>FAB Are these consultants impartial in terms of recommendations or are there existing links to agents? Club Any consultants would have links to agents.</p> <p>FAB Ken Choo mentioned 'The three pillars' of Cardiff City when identifying suitable managerial candidates? What are they and how do they link to the work Gavin Chesterfield is doing with the academy? Club Progression of youth, attractive playing style & a balance of age and experience throughout the squad. Principles of play remain consistent throughout formations, shapes and styles.</p> <p>FAB How will the club prepare for the January transfer window without a full-time manager and coaching team in place? Club Plans are already underway with the interim Manager now appointed.</p> <p>FAB also stressed the importance of long term plan, i.e hiring first team manager to link in with recruitment, playing style and academy. FAB Will the lack of stability impact potential player impact to join CCFC? Club Hopefully not, but we do understand players like stability and now we have appointed the full-time manager it will make things clearer to players.</p> <p>MW At previous meeting the CEO said we did use ex managers as consultants and mentioned a very large agency that were also used as consultants, so what is the case? PJ /SB Neither were present when Ken said this so can't comment on that. The FAB request this be clarified with Ken.</p> <p>KJ Ken said it was two ex-managers helping the club with appointing a new manager, so it's confusing.</p> <p>VA could you get back to the FAB to clarify the process? SB Yes, no problem. What I can say is that every time there is a managerial vacancy at the club many agents put names forward and you get an extensive list that is easily whittled down to just a few suitable candidates.</p> <p>MW how do the directors know what type of manager would appeal to the owner, we often see different types of characters and no consistency in the appointments.? SB The owner gets very frustrated employing a manager on a substantial wage, probably as high as the top Championship clubs and then parts company with them whilst still having to pay up their contract so there would be a reluctance to replace the high earner the very next day on a similar type of package and then possibly get rid of them again.</p> <p>The FAB asked that if there is no certain criterion applied when looking at potential managers, then how do we expect to appoint a manager that will implement the desired "attractive playing style"? CLUB: responded that was considered at the point of reviewing the applicants.</p>	
8	<p>Presentation by Gavin Chesterfield</p> <p>GC provided an excellent insight via a power point presentation which highlighted the work done at all levels of the academy, SB highlights this at the start of these minutes.</p>	

	<p>KJ asked if this presentation or a condensed version be put out on the club web site, so more fans get an understanding of what goes on at the academy highlighted or communicated to the fans., we need to get the message out there and this excellent work is not being communicated?</p> <p>Club Agreed it's like the best kept secret, we do intend to ask Paddy from the player recruitment to go out to a fans' meeting and do another presentation, similar to that at the FP.</p> <p>VA You don't have to share sensitive information but there is enough in the presentation that the fans would appreciate seeing and understanding that there is a plan at the club, and it starts at academy level.</p> <p>MW: How was the current academy strategy created? Were other clubs looked at for inspiration?</p> <p>GC: We developed this with all coaches collectively, influences came from the Welsh FA's philosophy. We also communicate with a group of European clubs. Credit must go to those who came before us.</p> <p>MW: Steve Morison when he was in role with the academy mentioned the need to mix the demographics of squads bringing in different profiles into the setup to help development. Is this still the case?</p> <p>GC: We back our own. However, we do introduce players each season, it's a highly competitive market when looking for players released from Cat 1 clubs.</p> <p>MW: Why aren't more academy players starting or getting game time?</p> <p>GC: It's like the secret recipe to Coca Cola, we all hope to see our lads playing in the first team. We must prepare them in the best way possible.</p> <p>FW commented on how it was good to see how the academy are looking to adopt the same footballing principles from all age groups to promote a consistent approach and that one of the 3 pillars is to "promote youth", but raised that almost all of our managerial appointments over the past few years have not aligned with those principles.</p> <p>FW asked how we can expect academy players to transition into the first team when there is such inconsistency and when those principles often do not align. GC advised that whilst they are implementing certain principles, at U18 and U21 level they are coaching the players to play in different ways and different formations, as football itself is a constantly changing environment, so players should be ready and able to adapt to whichever way the first team manager wants to play.</p> <p>MW: We've seen talent poached by Cat 1 clubs, can we do the same to Cat 3 or non-league clubs?</p> <p>GC: I must pick you up on your use of the word poach. All our best talent is in the building, our scouts are working incredibly hard.</p>	
9	<p>Football governance.</p> <p>FAB With the earlier kick offs increasing this year with the new deal, what has the impact been in attendances? The FSA recently announced that Championship attendances have dropped by 7%.</p> <p>WN There has been an increase in no shows and among the younger supporters. Our announced attendances are holding up, but the actuals have been affected by the 12:30 kick off's.</p> <p>What is the latest with plans to join the Welsh Cup and potentially accessing European football?</p> <p>SB asked if the FAB and fan groups could give some feedback on these plans, the initial idea was that Cardiff City could enjoy the position they were in up to 1994 when we could try to qualify through Europe through the Welsh system, there is no opposition from the FA, FAW or UEFA, Welsh premier league clubs no longer object, seeing advantages of us joining the cup competition, so it would be good to hear if supporters groups support the idea.</p>	

	<p>KM Trust members who replied to the survey voted against joining due to the fear that EFL club’s objections and possibly losing our football league status. Fan groups would need more information about the pros and cons of joining.</p> <p>SB Its effectively going back to what it used to be, obviously EFL clubs will vote against us if they believe we would gain financially, but the English FA didn’t take our right to qualify through the Welsh route, it was our own FA and they now want us back qualifying, along with the other three English league teams, through their route. It would give some of our younger players more opportunities to compete with adults in a meaningful tournament.</p> <p>MW There are still a lot of unknowns that would worry our fan base.</p> <p>SB It would be bizarre if we objected to entry ourselves and there is no threat to our football league status but agree that fans should be kept appraised.</p>	
<p>10</p>	<p>Finance</p> <p>What is the latest on our P&S status?</p> <p>In our last meeting the club were confident we were compliant, but this was not yet signed off by the Football League</p> <p>PJ confirmed that since the last FAB meeting the EFL had formally confirmed that the football club was compliant with P & S covering the season 2023-24.</p> <p>KM asked are we on target with this year’s budget?</p> <p>PJ currently we are in budget for season 2024-25, but what happens following this season we will have to wait and see if upcoming EFL meetings agree to continue with P & S or change to a squad cost ratio basis (SCR). The club are concerned about some changes that maybe proposed, around academy and women’s team investment.</p> <p>SB currently there are twelve Championship clubs supporting one system and the other twelve supporting the other, so no clear majority, it needs to be sixteen clubs in support to make changes. We would vote to stay as it is if there was no provision for Academy or Women’s team add back.</p>	
<p>11</p>	<p>Fan Experience</p> <p>FAB What is the latest with the roll out of digital technology in F&B in concourses? Are there any other queue reduction strategies planned?</p> <p>WN Conversations underway with the provision of more technology pending as are water dispensers on the kiosks. Level four is our next targeted area.</p> <p>125 Anniversary Dinner: Feedback from fans has been disappointment that this is an expensive event, in the current economic climate, do the club have plans for an event which is more accessible to fans who cannot afford the gala event?</p> <p>Club Noted - Nothing planned currently however the sold-out event was enjoyed by everyone who went, and money raised will go towards the Jason Bowen treatment and the 125 celebrations.</p> <p>KJ said that during the dinner two other events were announced.</p> <p>WN said he could not confirm that but would check with HW</p> <p>SB reiterated that it was a well-received but understood concerns about the cost of the event which restricted some fans from attending.</p> <p>VA said that was the point the FAB were making but was glad the event went well and where the profits were going to, but we are hoping the club could put on something more affordable for the fans, they would like to attend these events.</p> <p>KM If there are more events planned, maybe just a buffet at a lower cost there would be a good take up on it and would be appreciated by the fans.</p> <p>Club, that’s noted and a good point.</p> <p>FAB Retail planning: We have received negative feedback in relation to club merchandise and the portfolio of products launched ahead of the Festive season. What football and Cardiff City research has been leveraged to make decisions on product propositions?</p> <p>Will was unable to attend the meeting but provided the following update.</p> <p>I am naturally very sorry to hear that comments have been made. Without knowing these comments, I can't come back to answer specifically.</p>	

However, yes, there routes of research we undertake that influence product selection and development. It is in our interest to listen to what is in demand.

Social Asking - the supporter base is given opportunity to feedback on all aspects of the club, one being retail - to which we take all comments on board and develop ones that are either mentioned repeatedly, or one-off suggestions that we believe would popular. Social media - we read through all reaction on social media and forums - to pick up and suggestions or recurring positive or negative feedback. Again, it is in our interests to supply what is in demand.

Data – decisions are made based upon all data from the previous 12 months - to which you can easily see where demand is, and equally, where it's not. We work closely with marketing and their data, and this will continue to utilise this information more so - something i am keen to develop further.

We listen - very simply - we listen on the shopfloor, our staff pick up on comments and suggestions and regularly feedback both positive and negative, along with ideas from supporters themselves.

Suppliers - we have a wide range of established suppliers, all of which supply most football league clubs. We listen to them - whilst every club varies in what is in demand, there are products that sell well across all clubs. More so, new products on annual basis, based on their data and sales performances elsewhere. Trends in society - we follow all trends closely and tap into these trends. Whether that is apparel or souvenirs - we can 'jump on' this trend to produce a bespoke Cardiff item.

This season we have tweaked our leisure range - to a more oversized/relaxed fit - which follows the current high street trends. The reaction has been fantastic. Overall, our leisurewear department is performing +90% on the same time period last season.

We invariably work on a 70/30% split - 70% core product, 30% 'fashion/trend' product. Further to this - we have widened our junior ranges - introducing a Bartley Bluebird range, that has flown out, along with a wider Junior apparel range - which will be tweaked a little bit more for next season. We have just launched the MurWalls range, on the back of the feature wall they installed instore. Along with the new blue Bluebird range - jacket, hoodie, polo, ¼ zip etc.

Ultimately - as with all football clubs - we must ensure we appeal to all ages and genders, covering all price points (from pocket money items through to the higher price points), appealing to all tastes and preferences across replica and training wear, leisurewear, gifts and souvenirs, home wear, and sports equipment. Essentially, we are a department store in one small shop floor. The retail operation is run in house, unlike some clubs that are outsourced resulting in somewhat of a 'soul less' offering which is the same across all other clubs run by such companies. In comparison to other clubs at our level, I think we offer a very strong range and comparably good price points. Unfortunately, we cannot appeal to 100% of the supporter base, all of the time, but, as I say, it is in our interests to listen and supply a range that appeals to a broad section of our supporters.

We are always open to suggestions and will always, as with all products, evaluate that item based upon its cost price, minimum order quantity and projected demand.

AR in my opinion the shop lacks imagination and is boring, its expensive and not always the best quality.

MW I am also disappointed by the response. It appears to me like the product range was created with no customer research and simply out of the catalogue clothing, some of the leisure ranges are a bit of a joke and although we have not met the head of retail, we were hoping he would work more with us and take on some of the ideas from the fans. Given the negative responses from fans on alternative jerseys and leisurewear.

KJ The Christmas range and some of the general sizing's on the stock is not good enough and I have had to shop elsewhere for clothes I would have preferred to purchase in the club shop.

AR I was very surprised to see the shop closed Sunday, just two weeks before Christmas, whilst the rest of the retail park was full of customers.

KM Having reaction like this is not good and would be better to have input from fans.

	<p>Club We will take this feedback to WH.</p> <p>Can the FAB assist or provide informal feedback on Kit planning for next year?</p> <p>WH Order already placed. As per my previous reply to a couple of months ago - discussions regarding kit designs commence 18 months prior to the start of the season. With final sign off being 12 months prior. Therefore, the process of kit design - that passes through New Balance, The EFL and the Board/Ownership - was finalised and signed off at the end of August.</p> <p>WN It's too late for next year but we could start the conversation for the year after.</p> <p>MW It's like the club doesn't want to listen to fans about the designs.</p> <p>SB It's not a question of the club not listening, trying to get a kit manufacturer to supply club at our level with a bespoke kit is nigh on impossible, top clubs may be able to but most EFL clubs must use company templates or designs that are in the manufacturers stock.</p> <p>MW/VA Even taking that explanation into account we still don't believe that the club saying the grey top represents mining communities convinced or fooled the fan base, and they did not buy into that concept. This is an 'off the rack' jersey whereby the club has tried to tenuously apply a narrative on.</p> <p>SB, we take your points on board. But it is a fact that If we wanted to get a replica shirt for this season in the original chocolate and orange squares, it would have been impossible to go to one of those manufacturers.</p> <p>VA That shirt concept would have been welcomed by the fans and sold well.</p>	
12	<p>Other fan forums</p> <p>WN 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.</p> <p>We will continue the Fans' Parliament 'City Hall' event (routinely in November) where a larger number of supporters can speak to the Chairman, CEO and Club FAB members</p>	
13	<p>Any other business</p>	

Reviewed 15/12/24 PC/WN

Reviewed 16/12/24 WN/PJ

Reviewed by SB 19 December

Responded 19th December Steve Borley

Responded 20/12/24 Kieran Jones

Finalised 21/12/24 PJ/WN/PC

Appendix.

Question one: Current managerial situation and the process involved

Events had overtaken point one with Omer Riza having been appointed manager until the end of the season. A discussion took place on typical managerial recruitment process, which involved compiling a shortlist from a significant number of approaches that happens when a position becomes vacant; this is typically from far and wide and advice is sought from trusted parties. The Chairman and CEO would typically meet the short-listed candidates and make recommendations, but final decision would be made by the Owner. The Owner has strong views on the type of manager he wants and, in this instance, having sacked a manager on a significant package, he wanted time to assess the interim manager before he made his final decision.

Question two: A clear plan for the current season and the longer term strategic plan

With the ongoing substantial financial support of the owner 'Sri Vincent Tan' the club's strategy is to further invest in its well regarded academy system and to develop the state of the art training facility at Hensol. In addition, the owner continues to provide funds for improvements and additions for the first team squad with players who should have enhanced transfer values should they be sold on at a future date. However financial constraints do dictate the clubs approach.

Steve Borley also referred to the Three Pillar Principle referred to in the Fans Parliament meeting by CEO, Ken Choo. The pillars were outlined as being: progression of youth; playing with an attractive style; and balancing age and experience throughout the squad.

Academy Manager, Gavin Chesterfield presented to the group highlighting the journey and strategy for pre academy players, through the age groups up until integration with the first team squad. The presentation covered the principles, values, development and playing style at each age level. The presentation was supported by statistics and highlighted our standing in performance comparisons with peer groups. Mike Weedon complimented Gavin's presentation and it was suggested that we combine a mission paper covering the Club's Three Pillars and Academy Strategy.

Question three: Improved communication and transparency.

It was agreed that 'communication, communication and communication' would solve this issue. FAB Co-Chair Mike Weedon now has a direct line of communication to Co-Chair Steve Borley on matters of concern, without needing to filter questions via the SLO.

It was also stated that Chairman Mehmet Dalman will continue his regular fans meeting when he attends games and will look to arrange a further Fans Parliament in 2025. The last meeting had a disappointing attendance given the number of acceptances received and so the Club will look to open it next time to a larger number.