

Minutes of the Fan Advisory Board (FAB) Meeting

18:00hrs, 12 May 2025 - Captains Lounge, Cardiff City Stadium

Cardiff City Football Club Limited (the “Club”)

Company Number: 00109065

PRESENT

Mehmet Dalman (MD)
 Ken Choo {KC}
 Steve Borley (SB)
 Philip Jenkins (PJ)
 Amy James (AJ)
 Dawn Williamson (DW)
 Mark Denham (MDe)
 James Askey (JA)
 Gavin Chesterfield (GC)
 Michelle McDonald (MM)
 Lee Southernwood (LS)

POSITION

Cardiff City FC Chairman
 Cardiff City FC CEO
 Nominated board level Representative (NBLR)
 Financial Director
 Head of Fan Experience
 Head of Human Resources
 Head of Communications
 Head of Customer Relationship Management
 Academy Manager
 Club Secretary
 Head of Football Operations

 Supporters Trust Representative
 Supporters Trust Representative
 Disabled Supporters Association Representative
 Supporters Club Representative
 Supporters Club Representative
 Directly elected FAB Representative
 Directly elected FAB Representative
 Directly elected FAB Representative
 Directly elected FAB Representative

 FAB Secretary & Administrator

Keith Morgan (KM)
 Jeremy Williams (JW)
 Kieran Jones (KJ)
 Luke Summerfield (LS)
 Jane Ford (JF)
 Michael Weedon (MW)
 Fraser Worth (FW)
 Allyson Rees (AR)
 Vince Alm (VA)

APOLOGIES

Gavin Hawkey (GH)	Community Foundation Director
Huw Warren (HW)	Head of Commercial
Wayne Nash (WA)	Head of Operations
Mona Sabbuba (MS)	Head of Ticketing
Jamie Anderson (JA)	Directly elected FAB Representative

	Item	Action
1	Welcome MD welcomed everyone to the meeting and thanked everyone for agreeing to re arrange, at short notice, bringing it forward two days.	
2	SB Thanked MD and KC for their attendance. He confirmed that he would co-chair the meeting on behalf of The Fan Engagement panel (FEP) with Mike Weedon chair of the FAB.	

3	<p>SB Asked for agreement that the minutes from the last meeting were accurate.</p> <p>KJ Verified that the minutes were accurate with no matters arising.</p> <p>SB asked if we could start with the FAB questions sent in ahead of the meeting.</p>	
4	<p>FAB What is the strategy for next season including addressing the balance between reduction in income and maintaining a competitive squad?</p> <p>KC We are still in the process of finding the right balance for finance; there will be millions lost due to relegation, but we believe we can offset most of that loss by reducing the squad size. There are also relegation clauses in players contracts.</p> <p>PJ These calculations are based on squad reduction to 25 and player contract reductions.</p> <p>KC There is also a chance players will be sold in the transfer window, which could make a big difference to our calculations. Once a new manager is in place it will become clearer.</p> <p>FAB Some clubs have put out their retained list. Are we due to publish ours?</p> <p>MM The league [EFL] will require this shortly and publish it, but the club will also put something out in the coming weeks.</p> <p>FAB Is there not a vacuum now, or a position of weakness, due to no manager being in place?</p> <p>KC There will be no vacuum. The players are away now and those out of contract are still under contract until the end of June, so things will really start moving in a few weeks' time and we will be prepared for that.</p> <p>MD There are three elements regarding players that we will deal with: firstly, the eight players out of contract, then the players who are loyal and want to stay at the club and then the players who won't want to play in League One. We have had and will continue to have discussions with all three groups. Initial discussions indicate that most players want to stay and fight to get the club back into the Championship.</p> <p>FAB Can you explain the incentive for players to want to stay at the club or for recruiting players to come to the club?</p> <p>MD We are not actively looking to sell anyone. If they are determined to leave then we will consider offers, but we expect players to honour their contracts. Cardiff City is seen as a big club and getting the club back to the Championship will give players credibility. We believe we are an attractive club for players to come to.</p>	
5	<p>FAB The Evidence is clear that there is need for full time footballing expertise at board level more than ever this season. Will this be part of Tan Sri Vincent Tan's <i>"period of review"</i> and if so, how?</p> <p>MD We are a unique Board in the sense that we can advise and execute but cannot make decisions without referring to the major shareholder. Would I personally like more football expertise on the Board? The answer would be 'absolutely', but it would need to be a trusted person and it's not as simple as it sounds. However, the board would welcome more football knowledge, and I agree it would benefit us if we could get the right person. We do believe in SB who has been at the club for 27 years; I, through my many years in football, do have a lot of experience, so it's unfair to say there is no football experience at all on the board.</p> <p>FAB Is VT still committed to the club?</p> <p>KC Yes VT is. VT and us all wants positive changes to the club [KC wouldn't go into detail about what VT has said] but it is swaying more towards more football people doing things better within the club. VT has invested over £250m + into the club and has maintained that he will still invest.</p> <p>FAB are pleased that a new approach has been taken with regards to hiring a new manager but remain concerned that bringing additional football expertise into the football club is not a more permanent solution.</p>	

6	<p>FAB Senior management expressed to the fans at the end of season awards how the club needs to learn from what has happened. What has been learned? What will change following another season of failure? Have the club learned from last season about the process with regard to the selection of first team manager and will there be a better method of appointing the new manager this summer. Will there be better communication to the fan base?</p> <p>MD The Club has engaged leading global sports agency, Wasserman, to provide the Board with potential names for a new manager. We are introducing a new selection Sub Committee of Gavin Chesterfield, Mark Allen, Patrick Deboys and one member of the agency to create a short list to present to the Board. It's critical we get this right and we will go through this rigorous process to present the owner with our final recommendations.</p> <p>FAB Asked if the club would be willing to appoint a manager who is in work and pay compensation, rather than just look at unemployed managers.</p> <p>MD Advised the club are willing and able to pay compensation for a manager in a job, but only if they're the right man for the job and it must make financial sense.</p> <p>FAB Asked about getting a Director of Football to take control of the football side of things.</p> <p>MD We would welcome more football knowledge on the Board, but that's ultimately the decision of the owner. The Board can only make the recommendation to him.</p> <p>FAB The DNA we had 20 years ago has been destroyed, and the choice of a manager must have a playing style philosophy to mirror the great work that the Academy has done over the past few years. League 1 will give an easier option for younger players to have game time</p> <p>MD We will end up with two or three buckets, if you like: one will be for an experienced manager who has done this before, another for a bright, upcoming manager who will give us a longer-term option - and the club desperately needs that stability - and the third one is that we will look at continental managers. We will then make a final decision.</p> <p>FAB Our point is we didn't always learn from the past mistakes, so the structure appears to have been wrong on numerous occasions.</p> <p>KC We are trying to use more football knowledge and change the process, something we have never done before. Vincent Tan is aware of this new process and we speak daily.</p> <p>FAB If you can demonstrate that you are trying to put that plan of action into the place it's likely you will get support from the fan base. We need to establish a DNA within the club; it's a small step in the right direction but better communication about the direction of the club needs to be more forthcoming to the fans.</p> <p>MD I am always open to communication. I have always met fan groups; we have started putting newsletters on the website to keep fans updated. If there are more ways we can communicate, we are open to suggestions.</p> <p>FAB Is there a timeline? We think it's important to get it done but we believe there is also a balance to making a quick decision and the right decision.</p> <p>MD The process has started and we still have some time, but we would like it to be in the next few weeks [by the end of May].</p>	
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7	<p>FAB There are two budgets, one for the football staff side of things and one for the club staff side. The huge losses we face next season were caused by the football side, so will there be cuts to the hard working, non-football staff who were not responsible for the losses?</p> <p>PJ We can't accurately answer that question at this current time. We are going through the process of adjustments in the football side but also in our operational costs to see where savings can be made. All heads of departments are currently going through a budgeting process which we will go through in the next few weeks.</p> <p>FAB Will work on the new training ground be affected?</p> <p>LS Ecology preparation work recommenced on the site in the spring and is ongoing. Tenders for the main contract were returned last Friday and are being reviewed. The training ground project will form part of a wider review of the club's operations.</p> <p>FAB Can you confirm that there will be continued investment in the Academy?</p> <p>KC said there is no current intention to make any cuts to the Academy as this could save the club a lot of money with home grown players coming through to the First Team.</p> <p>GC Confirmed that the Board and Owner have always been massively supportive during his time at the club and the work the club has done, prior to his time as well, the year on year investment will now start to bear fruit; the metrics will show that last year we had 11% of first team minutes made up from academy graduates and this season it has risen to 16.8% so it bodes well for the future.</p> <p>FAB asked if VT could make some appearances at games. He has not been at a game in person for 16 months. If he could also meet with the fans that would go a long way in the rebuilding of the club.</p> <p>KC said that with his many businesses in Asia, it is more time effective for VT to stay in Malaysia and watch the games there. He never misses a game. However, KC and MD took on board the request and said they will pass it on to VT.</p>	
8	<p>FAB Communication over season tickets. Last year's issue with the lack of discussion and communication on ticket prices, by giving us one hour notice, was extremely poor.</p> <p>: The club apologised and said all future season ticket prices would be discussed well in advance with the FAB</p>	
9	<p>Any other Business</p> <p>FAB asked if the current 125 badge would stay on permanently given how well it was received by fans. KC confirmed it was a one off for the 125 season and the club is reverting to the club crest.</p> <p>FAB requested the minutes of the meeting could be released to the fans quicker. PJ advised the process with the minutes had to be followed to ensure accuracy. MD and KC acknowledged the previous length of delays were unacceptable and agreed that this process needed to be quicker.</p> <p>FAB Asked if the clubs strategic pillar of signing younger players with a future re sale value is still in place following relegation?</p> <p>KC responded that this was still very much the case.</p>	
10	<p>Presentation 125 award (James Askey)</p> <p>JA presented the work that had gone into the 125 campaign this season, there were so many positives that had come out of it especially the players visiting fans, the fan stories and experiences, the lighting up of Cardiff Castle, the murals around the stadium and the Bluebird double decker that will still be in use next season. There will also be a legacy due to the</p>	

	£125,000 pledge to the Community Foundation with fund raising ongoing already passing 80% of the target with a few months left to go. FAB Thanked JA for his hard work, to which he acknowledged it as being a team effort.	
11	Meeting was closed at 8 pm	