

Minutes of the Fan Advisory Board (FAB) Meeting with Fan Engagement Panel (FEP)

18:00hrs, 8th December 2025 - Captains Lounge, Cardiff City Stadium

PRESENT	POSITION
Steve Borley (SB)	Nominated Board Level Representative
Philip Jenkins (PJ)	Financial Director
Lee Southernwood (LS)	Football Support Executive
Wayne Nash (WN)	Head of Operations
Amy James (AJ)	Head of Fan Experience
Gavin Chesterfield (GC)	Academy Manager
James Askey (JA)	Head of CRM & Marketing
Mona Sabbuba (MS)	Head of Ticketing
Paul Corkrey	FAB Secretary & Administrator
Keith Morgan (KM)	Supporters’ Trust Representative
Jeremy Williams (JW)	Supporters’ Trust Representative
Kieran Jones (KJ)	Disabled Supporters’ Association Representative
Jane Ford (JF)	Supporters’ Club Representative
Michael Weedon (MW)	Directly Elected FAB Representative
Vince Alm (VA)	Directly Elected FAB Representative
Jamie Anderson (JA)	Directly Elected FAB Representative
Allyson Rees (AR)	Directly Elected FAB Representative
APOLOGIES	
Mark Denham (MD)	Head of Communications
Will Hale (WH)	Head of Retail
Dawn Williamson (DW)	Head of Human Resources
Luke Summerfield (LS)	Supporters’ Club Representative
Frazer Worth (FW)	Directly elected FAB Representative

1	<p>Welcome</p> <p>SB thanked everyone present for their attendance and began the meeting.</p>
2	<p>Previous Meeting Minutes</p> <p>All agreed that the minutes from the previous meeting were accurate.</p>
3	<p><i>Re. FA Cup triumph 100-year anniversary</i></p> <p>JA presented the preliminary plans for the upcoming celebrations marking the 100-year anniversary of the Club’s FA Cup victory during the 1926/27 season. A newly designed campaign-specific logo has been produced and will be used throughout all activities related to the centenary celebrations. James highlighted that the award-winning initiatives from the Club’s 125th anniversary season would serve as a foundation for the ‘100’ campaign, with many elements being repurposed for the centenary events. Initial planning has commenced, with a focus on the following areas: events, content, stadium, retail & Foundation. Fan input will be actively encouraged, and the FAB will have the opportunity to provide feedback and share ideas with the Club regarding the centenary celebrations.</p> <p>The FAB discussion centred on the possibility of using the 1927 kit and badge for FA Cup games next season, with considerations around obtaining permission from the College of Arms and the Royal Order of the Garter. Support was expressed for the proposal, including a willingness to petition the EFL, and</p>

	<p>further ideas were shared for events in the catchment areas. The high costs of murals and imagery were acknowledged, with suggestions to seek council partnership and explore additional locations.</p> <p>Re. Bluebirds Uncaged</p> <p>JA said that the programme has experienced significant growth, with data capture increasing by 67% and resulting in 17,000 new records since its launch. Social media engagement is exceptionally high and commercial growth through the WhatsApp channel has soared by 700% compared to email, highlighting the programme's remarkable success and strong audience engagement.</p>
4	<p>Re. Pledgeball</p> <p>LS explained that the Club has been offered to join a sustainable travel campaign, working with a charity previously involved in last season's "green football weekend." Arsenal, Liverpool and Newcastle United are already participating and our Club is being offered the final spot. A brief presentation outlined the fan-led charity, encouraging pledges for sustainability actions, such as using reusable bottles, cycling to games, or reducing emissions to climb the Pledge Ball League. The Club and its Foundation will launch related activities in local schools from January, but success depends on engaging fans. The FAB is being asked to champion this initiative, either by appointing a lead from within or co-opting a dedicated fan. Sustainable matchday travel will be promoted through roadshows, encouraging public transport, walking, and cycling. While public transport access can be challenging for some supporters, the FAB is supportive and is looking for a project lead. The campaign kicks off at the home game against Stockport County on January 24th, where a FAB volunteer is needed to host a roadshow with Pledgeball and gather fan input on sustainability ideas. Plans also include sharing stories of fans' journeys to matches to inspire others, with goals to reduce car use and normalise sustainable travel.</p> <p>FAB suggested creating a fan zone at the stadium or other initiatives to encourage early arrivals, acknowledging cost challenges post-relegation. Further discussion is planned to determine next steps and ensure the initiative's success.</p> <p>ACTION: FAB to report back to the Club when a candidate is sourced for the role.</p>
5	<p>FAB questions to the FEP</p> <p>1. It's December and we were expecting a conclusion on the Emiliano Sala case this month. Can you provide an update?</p> <p>PJ shared that the case is currently underway. No decision is expected today and a resolution is likely in the first or second quarter of next year. The case is nearing its conclusion, but any losing party may appeal, which could extend the timeline with no set end date. We expect a report from Capital Law today, though it will simply reflect their perspective on the meeting without indicating a positive or negative outcome.</p> <p>2. The Club has often stated it was conducting a review of its senior structure and a full staff assessment following relegation. Has there been any progress?</p> <p>PJ: Our priority has been managing the financial repercussions of relegation. As a senior management team, we've focused on protecting our employees' jobs as much as possible.</p> <p>SB: Our staff are truly the glue that holds the Club together; they are highly valued by all of us.</p> <p>MW: That's encouraging regarding staff, but our question was more about what Mehmet [Dalman] and Ken [Choo] previously said about reviewing the causes of relegation and ensuring lessons are learned to prevent a repeat. We expected a concrete report on that process.</p> <p>SB: Attendance this season has been unexpectedly strong, matching last year's numbers. There are also far fewer no-shows, which supports us commercially.</p> <p>MW: It's great to hear some positives, but can you share specific learnings adopted to avoid the same outcome in the future?</p> <p>SB: The greatest lesson has been recognising the value of the Academy. If we hadn't been relegated, many of the young players now featuring probably wouldn't have had their opportunity. We're seeing real benefits from the Academy and from bringing in Brian Barry-Murphy as manager: a decision made</p>

through a revised, now proven selection process. Going forward, we aim to always be ready with succession planning for potential new managers.

KJ: Feedback from fans has been very positive regarding our ongoing support for the academy, especially given we've continued to fully fund it after relegation.

GC: Our current structure ensures everyone at the academy, across all age groups, can see a clear path for progression up to the first team squad, which has rarely happened before. The entire academy is now buzzing with enthusiasm. We can also recruit based on a defined profile, thanks to our established identity and playing style.

MW: Considering all that's been discussed, it would be helpful to have these insights documented in a review. Could Mehmet agree to making this happen?

ACTION: Enquire if the Chairman would sanction a documented review.

3. Has the Owner/Board totally dismissed the idea of appointing a football man at Board level?

MW: Seeing as the selection of the manager was done using football people it seems strange that Vincent Tan is so opposed to a Director of Football type person at the club; Mehmet keeps saying he would favour one and constantly speaks to VT about this, so is there any change in the Club's position about appointing a Board level football person?

SB: Nothing has changed on this and it's not something Vincent Tan is interested in doing, but we believe we had a compromise in the way we managed to get around it [by] bringing in someone with known experience [Mark Allen], along with Gavin [Chesterfield's] experience in the appointment of BBM. I would be very surprised if we didn't go down this same route again if we need to recruit a future manager.

4. At the last meeting, Mona Sabbuba provided a comprehensive overview of the pilot scheme involving schools in relation to ticketing in the family stand, including the number of schools and clubs that have joined the initiative [could we have an update?]

MS: A total of 23 schools have confirmed participation. While there have been some ticket sales, progress has been relatively slow. The Foundation will initiate an intensive promotional campaign across its channels starting from the week of January 26th.

VA: There appears to be a challenge with the family stand, as children aged 10-14 often prefer other areas; this is an issue requiring attention, since the stand no longer attracts young fans as it once did and frequently appears empty.

MS: We may need to consider reclassifying the family stand and explore strategies to increase its appeal to families and young supporters specifically.

AJ: We recognise the situation and are exploring enhancements to the area, such as arcade-style games and photo booths. JA is currently in discussions with a potential partner to assist us with these improvements at minimal financial cost.

SB: Additionally, youth football matches held on Saturday mornings impact early kick-off attendances in the family stand; evening fixtures scheduled on school days present further challenges.

5. It is felt that there was no consideration for early bird Season Ticket holders regarding the price of Chelsea tickets. With a lot more games this season and an increase in travel [and expense] for fans, this would have been an opportunity to reward them. Where is the respect for our loyal fan base? The fans are very frustrated yet again.

VA: I feel very passionate about this and firmly believe more could have been done to reward the loyal fans.

WN: We felt the prices were well received; we did take £2 off the price for Season Ticket holders and they virtually sold out ten days before the fixture.

VA: I fully understand, and I am not trying to be ungrateful but still believe the Club could have rewarded the loyal fans who had a terrible season last year and stuck with the Club pre-season when we never even had a manager in place.

MS: Are the club ensuring that no Chelsea fans will be in the home ends?

WN: We relied mainly on our Season Ticket holders to buy extra tickets and expect very few away fans in home ends; if they are identified they will be ejected, whilst the game will be very well resourced and policed.

MS: We have only sold home tickets to people on our database; tickets have not gone on general sale to fans not on our database.

6. Is there an update from our last meeting in respect of TSVT coming to a game this season? Is there any progress on the video we asked about for him to do for the fans?

WN: Nothing is currently planned.

KJ: We know it's difficult for him to travel but is there still a possibility he could send an online message to the fans; we have not heard from him for a long time.

WN we will action this.

ACTION: Club to enquire if the owner would send a message to the fans.

7. What promotions are left for the Club to do this season and are there any for the Christmas period?

MS: Promotions confirmed:

- £10 / £5 reciprocal deal for away travel to Huddersfield Town on March 26th.
- 50% ticket offer across general areas for Doncaster Rovers on February 28th.
- Two game bundle deal being penciled in for Stockport County (H) and Barnsley (H) at the end of January 2026.
- 50% ticket offer across all general areas for Northampton Town in April.

Promotions in the pipeline:

- Season Ticket Holder: bring a guest for a discounted price.
- Kids for £1 with a full paying adult/junior.

Happy to take ideas from the FAB on the type of promotions supporters would like to see, but the caveat is always that the EFL and visiting clubs must agree.

9. We asked about the showing of tv games at 12.30pm to attract fans in to matches earlier, but this was set to cost nearly £15k for the Everton vs. Liverpool match and £12k for Leeds Utd vs Spurs. Is there anything that can be done with Club sponsors to help with the costs to promote another early tv game on a Saturday?

WN: This is not something we will be looking at this season due to the costs.

8. Who would theoretically succeed Vincent Tan?

PJ: It's an impossible question to answer, but we can say that there are always interested parties who are looking to acquire football clubs and people have approached us in the past, but nothing has come from that. The Owner has always made it clear that all his businesses around the world are for sale at the right time, right price and right person; whether that will happen is unclear.

MS: Supporters are understandably concerned about succession planning, as well as the long-term viability of the Club. What measures are in place should something unforeseen happen to the Owner, particularly concerning existing liabilities?

PJ: Should the Club be placed on the market, it is within the Owner's discretion to potentially write off substantial portions of outstanding debt or convert this debt into equity. Such actions would only take place if deemed appropriately timed. It is important to note that, although the total debt to the Owner increases annually, he has never charged interest on these amounts.

SB: We recognise these concerns. In reality, Club operations would not cease entirely in the event of ownership transition. Interest in purchasing the Club is ongoing, and our asset position is significantly strengthened by the ownership of Cardiff City Stadium. Given today's valuations, constructing a facility of this nature could require an investment of approximately £200 million. Our ownership of the stadium places us in an advantageous situation for future developments.

9. Does the Club have any plans to look at more diverse board members from a footballing background?

WN: This question has already been answered and we have no current plans to introduce anyone new.

10. Does the Retail Department have any plans around collaboration to raise profile? Like Swansea City and Death Row Records' clothing brand

JA: Will Hale sent his apologies for missing the meeting, but we can confirm that we have done a number of collaborations over the last couple of seasons; recently we worked with Mentality Clothing, which was popular, whilst we also worked with Ibi in the past and are looking at doing that again in the New Year. Will added that there are other collaborations in the pipeline and he is always open to suggestions.

11. Where are we with SMCP? Is there room to back BBM in January with new signings and adequate money to cover loan replacements for our injured players?

PJ: We submitted our preseason SCMP forecasts back in June/July and we had to submit our mid-season forecasts by December 1st which we did. The answer is "yes": following these submitted forecasts we do have room to support the manager this transfer window.

12. With some of our youngsters doing so well, many fear we will sell [the likes of] Dylan Lawlor and Ronan Kpakio in January. At the Fans' Parliament, Ken said no-one was for sale: is this still the case?

SB: The case is we have extended those players contracts, so there is a little security there, but if a player wants to leave or an agent tries to force a move it becomes difficult despite a contract being in place. These young players are getting valuable first team experience here which is something they are unlikely to get if they move too soon; we want to develop and hold on to these players as long as we can. Financially, we do not have to sell, but we must be realistic that if a huge bid came in and a player wants to leave [then he could].

KM: It is important to note that even clubs higher up the football pyramid eventually sell players, as larger clubs will often seek to acquire top talent.

PJ: Indeed, preventing a young player from joining a leading club would be difficult.

GC: Ultimately, every club must operate as a trading entity and maintain financial balance; however, there are significant opportunities within our organisation, as reflected by the number of former academy players now featuring in the first team. Currently, 44.4% of first team minutes this season have been played by academy graduates: a figure we take pride in and which is arguably among the best in the EFL.

SB: Our main approach is to demonstrate to these players that their development is best supported here. We are fortunate to have a manager like Brian Barry-Murphy, who values this philosophy. The pathway from academy to first team is now clearly defined and appealing to young players at all stages.

13. What plans are being put into place for compliance of the new football regulator that comes into effect from the 2026/27 season & what approach will the club be using to comply with the fan engagement section of the regulator?

WN: This forum forms part of the plan for compliance with the terms of reference, but we can't second guess the regulator. We think the Club is in a good place ahead of any new regulations.

KM: It's still in the consultation period as far as we are aware.

PJ: Yes, this will continue probably until the summer. And then the 92 clubs will have to go through licence application period. All being well, clubs will be granted a licence by March 2027; this will last for three

	<p>years and a full licence will be required. They are still going through this period and as yet we don't know the full rules and regulations.</p> <p>14. We saw 'I'll be there' being played pre-match for the last two games of last season. Are there any plans to bring this back as the return was received very well by supporters? (Similar to 'Hey Jude' coming back in '23/24 season).</p> <p>WN: Can this question be moved to the next SLO/travel group meeting? We fed that back to the media (sic.) department.</p> <p>15. What is the latest with the kit renewal and who is the new supplier?</p> <p>PJ: We still can't reveal the new supplier, but we are now at the last stages of having the contract signed, sealed and delivered. The <i>New Balance</i> deals ends at the end of the season so the new supplier will be in place ready for season 2026/27. The contract is for at least three years.</p>
6	<p>Any Other Business?</p> <p>WN: The FEP wants to get a better understanding of FAB governance: terms of office, elections etc.</p> <p>KJ: I have sent an email in to the secretary about this. But basically, the board members representing the fan groups are in office until August 2027, with the directly elected board members up for election in August 2026. In our next meeting, we will be starting the process of getting this advertised to the fan base.</p> <p>SB: Are we ramping up the Chelsea game with pre-match music, light show etc?</p> <p>WN: Yes, it will be like a Welsh international game.</p>