

Company Number: 00109065  
 Cardiff City Football Club Limited (the "Club")

Minutes of the FAB Meeting held on Wednesday 21<sup>st</sup> August 2024 at Cardiff City Stadium at 6pm.

**PRESENT**

Steve Borley (SB)  
 Philip Jenkins (PJ)  
 Gavin Hawkey (GH)  
 Wayne Nash (WN)  
 Amy James (AJ)  
 Dawn Williamson (DW)  
 Huw Warren (HW)  
 James Askey (JA)  
 Mona Sabbuba (MS)  
 Ben Jones (BJ)

**POSITION**

Nominated Board Level Representative  
 Financial Director  
 Community Foundation Director  
 Head of Operations  
 Head of Fan Experience  
 Head of Human Resources  
 Head of Commercial  
 Head of CRM & Marketing  
 Head of Ticketing  
 Fan Experience & Disability Access Officer

Keith Morgan (KM)  
 Jeremy Williams  
 Kieran Jones (KJ)  
 Luke Summerfield  
 Jane Ford  
 Michael Weedon (MW)  
 Vince Alm (VA)  
 Jamie Anderson  
 Fraser Worth

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

**APOLOGIES**

Paul Corkrey  
 Mark Denham  
 Allyson Rees

FAB Secretary & Administrator  
 Head of Communications  
 Directly Elected FAB Representative

<b>1</b>	<b>Welcome</b> WN thanked everyone present for their attendance and began the meeting.
<b>2</b>	<b>Previous Meeting Minutes</b> All agreed that the minutes from the previous meeting were accurate.
<b>3</b>	<b>125th Anniversary Plans Update - Presented by JA</b> <ol style="list-style-type: none"> <li>1. <b>Season Tickets Launch</b> <ul style="list-style-type: none"> <li>○ Season Tickets launched in May, promoted through various channels including TV, Radio, Mail, and Out of Home advertising.</li> </ul> </li> <li>2. <b>"Tell Us Your Story" Campaign</b> <ul style="list-style-type: none"> <li>○ Fans were invited to share their stories of supporting the club. The response has been overwhelming. The content will be featured in the programme and across digital platforms throughout the season.</li> </ul> </li> <li>3. <b>Club Timeline</b> <ul style="list-style-type: none"> <li>○ A comprehensive online timeline highlighting key historic milestones of the club. Additional opportunities for showcasing this timeline are being explored.</li> </ul> </li> <li>4. <b>Bluebirds: The Eras</b></li> </ol>

	<ul style="list-style-type: none"> <li>○ A historical documentary series, with a new episode released every month from October. The series will feature former and current players, as well as fans.</li> </ul> <p>5. <b>Stadium Updates</b></p> <ul style="list-style-type: none"> <li>○ Historic banners featuring key players and memorable moments will be displayed around the stadium. Additional internal touchpoints are planned, including a centre circle flag.</li> </ul> <p>6. <b>Retail Plans</b></p> <ul style="list-style-type: none"> <li>○ Commemorative merchandise will be released throughout the year.</li> </ul> <p>7. <b>Fan Activation</b></p> <ul style="list-style-type: none"> <li>○ Limited edition commemorative baby bibs for babies born during the 125th Anniversary, capped at 125 bibs.</li> </ul> <p>8. <b>City Centre Activities</b></p> <ul style="list-style-type: none"> <li>○ Commemorative events in partnership with Cardiff Bus, Cardiff Castle, City Hall, and other city landmarks.</li> </ul> <p>9. <b>125 Supporter Engagements</b></p> <ul style="list-style-type: none"> <li>○ Players will visit 125 locations in the community over the season. The first visit took place at Llanover Arms with Dimitrios Goutas, which has remained within the same family since 1899.</li> </ul> <p>10. <b>Bluebirds Rewards</b></p> <ul style="list-style-type: none"> <li>○ At the end of the season, Season Ticket holders and their families will have the opportunity to play on the pitch.</li> </ul> <p><b>Questions &amp; Responses</b></p> <ul style="list-style-type: none"> <li>● <b>KM:</b> No Welsh language content from the club? <ul style="list-style-type: none"> <li>○ <b>JA:</b> Translating content to Welsh would incur considerable costs, requiring further discussion within the club.</li> <li>○ <b>KJ:</b> Microsoft does not support the Welsh language, making implementation across all club channels challenging.</li> <li>○ <b>JA:</b> We will consider this for the future and assess the resources needed.</li> </ul> </li> <li>● <b>KM:</b> Have ticket sales increased due to the 125th Anniversary initiatives? <ul style="list-style-type: none"> <li>○ <b>PJ:</b> Sales are currently trailing behind last season's figures.</li> </ul> </li> <li>● <b>MW:</b> What could be contributing to the lag in ticket sales? <ul style="list-style-type: none"> <li>○ <b>PJ:</b> The general economic climate.</li> </ul> </li> <li>● <b>MW:</b> How can the FAB support these initiatives? <ul style="list-style-type: none"> <li>○ <b>JA:</b> Contact the Marketing inbox or provide feedback to the Club's SLO.</li> </ul> </li> </ul>
4	<p><b>Museum Update - Presented by WN</b></p> <ul style="list-style-type: none"> <li>● <b>Concept Overview:</b> <ul style="list-style-type: none"> <li>○ WN shared a vision for the club museum, inspired by Slavia Prague's Museum. The concept includes storyboards of key milestones in the club's history, with plans to include a classroom for school visits.</li> </ul> </li> <li>● <b>Discussion Points:</b> <ul style="list-style-type: none"> <li>○ <b>MW:</b> Inquired about incorporating a hospitality function within the museum.</li> <li>○ <b>SB:</b> Cautioned that some items should be protected from direct sunlight.</li> <li>○ <b>MW:</b> Asked if supporters will be invited to contribute items.</li> <li>○ <b>GH:</b> Mentioned that funding has been secured to potentially archive and digitise memorabilia, ensuring accessibility for all.</li> <li>○ <b>KJ:</b> Inquired about the inclusion of low-level LED lighting.</li> <li>○ <b>SB:</b> Suggested that the Club will seek guidance from the National Museum of Wales on proper display techniques.</li> <li>○ <b>MW:</b> Asked if there will be an entry fee.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>WN:</b> Commented that entry is likely to be free, aiming to spark further interest in the Club.</li> </ul>
<b>5</b>	<p><b>Equality, Diversity &amp; Inclusion (EDI) Update - Presented by DW</b></p> <ol style="list-style-type: none"> <li><b>1. Code of Practice Achievement</b> <ul style="list-style-type: none"> <li>○ All clubs were required to meet the Code of Practice by the end of last season. We achieved Bronze in April. The next target date is February 2026, by which time we aim to achieve silver and gold status.</li> <li>○ <b>Silver Requirements:</b> An external working party is necessary. Currently, we have an internal working party, but there may be an opportunity to collaborate with the Community Foundation, which already has an external working party.</li> </ul> </li> <li><b>2. Criteria for Silver and Gold</b> <ul style="list-style-type: none"> <li>○ <b>KM:</b> What must be demonstrated to achieve Silver and Gold?</li> <li>○ <b>DW:</b> Achieving these standards involves meeting numerous requirements. All 72 clubs are mandated to meet these standards. Those that have achieved Gold are predominantly Premier League clubs. We have an equality monitoring report that is reviewed by the internal working party, which meets quarterly to discuss staff and fan equality.</li> </ul> </li> <li><b>3. Welsh Language Consideration</b> <ul style="list-style-type: none"> <li>○ <b>MW:</b> Is the Welsh language considered in these efforts?</li> <li>○ <b>DW:</b> The standards come from the EFL, and there are no specific requirements related to the Welsh language. However, our data is compared to Welsh census data.</li> </ul> </li> <li><b>4. EDI Training and Impact</b> <ul style="list-style-type: none"> <li>○ <b>WN:</b> EDI toolbox training is provided for stewards and matchday staff.</li> <li>○ <b>DW:</b> All permanent staff have also completed EDI training.</li> <li>○ <b>VA:</b> How will this impact the club?</li> <li>○ <b>WN:</b> Stewards and matchday staff will be better equipped to provide a more inclusive service. We have recently started conducting post-match surveys. The first survey, conducted after the first home fixture, received around 1,800 responses.</li> </ul> </li> <li><b>5. Post-Match Surveys</b> <ul style="list-style-type: none"> <li>○ <b>JA:</b> The post-match surveys offer valuable insights into the overall matchday experience for supporters. The survey can be adapted throughout the season to remain relevant.</li> <li>○ <b>WN:</b> There is a diversity of opinions, so some questions may need to be repeated to ensure clarity.</li> </ul> </li> </ol>
<b>6</b>	<p><b>Competitive Matters</b></p> <p><b>Question:</b> With a larger number of home kick offs likely to change, some season ticket holders may not be able to attend revised kick off times. E.g. Families with young children who can't make a switch to a midweek school night. Can the club implement some form of ticket exchange or credit to compensate for this (other clubs seem to be doing so)?</p> <p><b>Response:</b> This concern has not been realised with our only changes being kick off times being brought forward to 12.30hrs (ticket exchanges are not beneficial when we have spare capacity).</p> <p><b>MW:</b> If a neighbour offers their Season Ticket because they can't attend, can we have some flexibility to account for this?</p> <p><b>WN:</b> Season Tickets are non-transferable. A discount is provided because you're a season ticket holder, so it's not fair for someone attending just one game to benefit from that discount.</p>

	<p><b>PJ:</b> CCFC had ticket exchange in place for Season 2013/14 ( 1<sup>st</sup> PL season ) when operating at or close to capacity. Not been necessary since then as operating with significant spare capacity.</p> <p><b>Question:</b> Is the club concerned that matchday revenue and ticket sales will be affected by the new TV deal? Are there plans to mitigate against this?</p> <p><b>Response:</b> The increase in TV revenue is equal to the whole income derived from Season Tickets and match day sales, hence the importance to service the TV deal.</p> <p><b>PJ:</b> It is too early to ascertain the impact of the TV deal on ticket sales until we see the trends.</p>
<p><b>7</b></p>	<p><b>Enhancing the Fan Experience</b></p> <p><b>Question:</b> Following the new deal with Carling, what improvements will be implemented to the concourse areas? What is meant by ‘Enhancing the matchday experience’ in this context?</p> <p><b>Response:</b> For many the experience has been centred around price and the new structure of the beer deal has enabled prices to be reduced. Kiosks have been refreshed and signage improved. The ‘Bands on the Carling stage’ and DJ’s will continue to be funded as part of the ongoing partnership.</p> <p><b>HW:</b> Matchday sales figures from the first fixture are encouraging.</p> <p><b>AJ:</b> Discussions are being had with Carling around sponsorship of the half time experience.</p> <p><b>Question:</b> In our last meeting it was agreed that some concourse areas are looking tired, are there any plans they can share which will improve the visual and physical experience of these areas?</p> <p><b>Response:</b> This work is ongoing with new signage and imagery planned as part of the 125 celebrations.</p> <p><b>Question:</b> What improvements will be made with our JV partner regarding general F&amp;B not including bar areas?</p> <p><b>Response:</b> Compass have reviewed their offering for 2024/25 and brought into line with their other football clubs.</p> <p><b>Question:</b> The announcement of a gambling partner has seen criticism and concern from some of the fanbase, particularly after the existing deal with a vaping company has seen a highly visible advertising presence in the stadium. Were there any other partnerships which were considered? What mitigation is there to ensure fan well-being in relation to these areas?</p> <p><b>Response:</b> The club fully complies with legislation in relation to gambling. Most clubs have a betting partner, and the league is sponsored by SkyBet. In relation to vaping products, we do not sell in the family areas and only advertise in the half time smoking pens.</p> <p><b>KM:</b> Raised concern around the Club actively pursuing a new sponsorship agreement with the vaping company.</p> <p><b>HW:</b> The offer was substantial, and we have to balance with FFP rules, but will take feedback on board and consider this with sponsorship moving forward.</p>
<p><b>8</b></p>	<p><b>Stadium Development &amp; Infrastructure Projects</b></p> <p><b>Question:</b> Can the club update the FAB on the works ongoing on the outside of the stadium?</p> <p><b>Response:</b> The external works relate to the painting of the structural steelwork and will be ongoing over the next several years.</p> <p><b>Question:</b> The visual branding of the stadium has been very well received by fans, what are the full plans here?</p> <p><b>Response:</b> The branding is currently completed but further images are being considered.</p> <p><b>Question:</b> Development of new training ground, are there any updates? Ken Choo mentioned in a news article that “It will still take a while to come to fruition”, what are the expected timelines here and does this affect our current situation with the FAW and the Vale looking to expand themselves?</p>

	<p><b>Response:</b> There will be a staged development at the training ground with the planning being satisfied and the site being stripped. There is now a period of design, and tenders are expected to be received in Q4 of 2024 with construction of the buildings beginning in Q1 2025 with completion at the end of Q3 2026. Thereafter the site will be cut and filled and pitch construction undertaken. This is in line with FAW expectations.</p>
9	<p><b>Sustainability &amp; Corporate Social Responsibility Initiatives</b></p> <p><b>Question:</b> Is there an EDI plan in place? How can the FAB support this?</p> <p><b>Response:</b> Yes, and all staff are engaged and trained.</p> <p><b>Question:</b> Are there any projects planned to reduce the carbon footprint of the football club?</p> <p><b>Response:</b> Yes – all mowers are now electric, we continue to move towards LED lighting and we have an agreement for the installation of numerous vehicle charging points at the stadium. Changed to reusable cups on the concourse and adhere to council recycling.</p>
10	<p><b>Improving Fan Products &amp; Services</b></p> <p><b>Question:</b> Several weeks ago, the FAB were given a very good presentation about the 125 marketing plans. We made some positive suggestions for improvement but have heard nothing since. Were any of the suggestions implemented and if not, why not?</p> <p><b>Response:</b> Yes, they were as per JA presentation.</p> <p><b>Question:</b> How has the new 125 kit been received? Has the launch seen a spike in sales when compared to prior seasons?</p> <p><b>Response:</b> Yes</p> <p><b>Question:</b> What market research and insights were leveraged prior to the designs and concepts for the second and third kits being agreed upon? What was the process in developing the launches? Were the second and third kits ‘off the shelf’ from the kit supplier? How is coal mining referenced in the second kit specifically? There is disappointment that the second and third kits have no relation to the Club’s 125 year history.</p> <p><b>Response:</b> Head of Retail, Will Hale can comment when he returns from leave next week.</p> <p><b>Question:</b> Did the club consider using colours from other kits from the past?</p> <p><b>Response:</b> Not specifically.</p> <p><b>Question:</b> Are there further plans to source historical artefacts, memorabilia, and content from fans for the anniversary?</p> <p><b>Response:</b> Yes, database of artefacts to be collated for fans to loan to club for inclusion in 125 anniversary and/or museum.</p>
11	<p><b>Football &amp; Corporate Governance</b></p> <p><b>Short Term Strategy</b></p> <p><b>Question:</b> At our last meeting with the club, the Financial Director was confident that we would be OK with P&amp;S requirements. Did this turn out to be the case?</p> <p><b>Response:</b> Yes, that is still our position – but we are still awaiting on formal agreement from CFRU.</p> <p><b>Question:</b> With the increased income the club has received from the recent EFL deal with Sky and other new funding is the club confident that we will also be compliant this season?</p> <p><b>Response:</b> Yes</p> <p><b>Question:</b> Does the club have any news regarding solidarity payments from the Premier League?</p> <p><b>Response:</b> No proposals have been received and are not expected imminently.</p> <p><b>Medium Term Strategy</b></p> <p><b>Question:</b> Are there any updates concerning stadium naming rights?</p> <p><b>Response:</b> No – waiting for a fair value offer.</p> <p><b>Question:</b> Fan feedback regarding young talent moving to ‘bigger’ clubs is one of concern and disappointment. What can the club do to negate this?</p>

	<p><b>Response:</b> We can do nothing due to the current rules with players free to move until they sign a pro contact at 17.</p> <p><b>Question:</b> Would a move to a Cat 1 academy benefit the club in protecting talent from leaving and/or leaving for a bigger fee?</p> <p><b>Response:</b> Not particularly due to fees being set (no change since 2013) &amp; Premier League clubs are looking at domestic academies due to the fact they cannot bring young persons from overseas.</p> <p><b>Question:</b> With the club playing K.V. Kortrijk in pre-season, are there plans to benefit from this link further?</p> <p><b>Response:</b> CCFC players have benefitted such as Isaak and there may well be more movement between clubs.</p> <p><b>Long Term Strategy</b></p> <p><b>Question:</b> Ken Choo referred to the owner and progress and Vincent Tan being “Fully driven by the club’s strategy” what is the strategy he is referring to?</p> <p><b>Response:</b> The ultimate goal is to return to the Premier League, with the recruitment focus now moving to younger players such as Willock, Roberston, Daland with longer term value.</p> <p><b>Question:</b> What is the contingency/disaster plan if the majority shareholder is unable to continue supporting the club physically or financially?</p> <p><b>Response:</b> The board are constantly being approached by various institutions around the provision of funding or an equity stake. The owner continues to show commitment to the ongoing programmed funding.</p>
12	<p><b>Cultural Heritage</b></p> <p><b>Question:</b> What is the latest with the club museum? As noted previously the FAB are happy to assist with the project.</p> <p><b>Response:</b> We have drawn some plans (as shown) and intend making progress through 24/25.</p> <p><b>Question:</b> Can the club share further details regarding landmark celebrations planned for the season ahead? How will the club celebrate its link and importance historically within the city of Cardiff?</p> <p><b>Response:</b> (As per James’ presentation) Lighting up the castle and other civic buildings ‘Blue’ and city centre branding in St David’s and other locations.</p> <p><b>Question:</b> Has the conversation regarding celebrating the legacy of Peter Whittingham progressed since our last meeting?</p> <p><b>Response:</b> Peter’s legacy has and will continue to be celebrated.</p> <p><b>Question:</b> Is the club historian helping the club with 125 celebrations?</p> <p><b>Response:</b> It will be led by the club’s Communications and Marketing department with help and assistance from others welcome.</p>
13	<p><b>Supporter Engagement &amp; Communication</b></p> <p><b>Question:</b> New Fan Engagement Plan, can you talk us through this?</p> <p><b>Response:</b> Fan Engagement Plan accurately reflects the engagement activities of the club.</p> <p><b>Question:</b> Are there any plans for the Manager to make appearances in supporter events this season?</p> <p><b>Response:</b> Yes.</p> <p><b>Question:</b> What are the plans for the fan’s forum this season?</p> <p><b>Response:</b> The Fans Parliament will be held on Friday 20<sup>th</sup> September.</p> <p><b>Question:</b> Big announcements like signings are often limited in creativity compared to other EFL clubs, are there plans to improve the production output? Particularly on social media.</p> <p><b>Response:</b> In the close season, there is certainly more time to prepare but the situation is currently very dynamic.</p>

	<p><b>Question:</b> The club seems to be overlooking Welsh speakers in Cardiff, particularly when the captain of Wales plays for the club and is a Welsh speaker himself. Do the club have plans to develop more Welsh language content?</p> <p><b>Response:</b> Good point that we can take forward to the Communications department.</p>
14	<p><b>Any Other Business</b></p> <p>Clarification of procedure for releasing minutes together and approval process.</p> <p>Clarification on communication in between the four annual meetings related to updates from either party.</p> <p><b>Control Measures for SWD - Presented by WN</b></p> <ul style="list-style-type: none"> <li>• The club communicated to South Wales Police (SWP) that we would no longer support the current control measures. However, Swansea City responded that, given the match's early timing in the season, they couldn't support moving away from these measures at this time.</li> <li>• The EFL initially viewed the move away from control measures as a positive step forward. However, SWP later sent a strongly worded email expressing concerns about football disorder, potential kick-off changes, and limiting ticket allocations.</li> <li>• As a result, the club had to align with SWP and Swansea City's position. We met with supporters to ask for their understanding and not to boycott the fixture, requesting they attend once more this season. After the reverse fixture in February, a meeting will be needed to address SWP's concerns. It's possible that we may be allocated a very low number of tickets in the first year of any changes.</li> <li>• <b>VA:</b> Noted that there isn't strong demand from the Swansea fan base to remove the control measures.</li> </ul>
15	<p><b>Close</b></p> <p>With no further comments, the meeting was brought to a close.</p>

16	<p><b>Footnotes</b></p> <p>Questions answered by Will Hale following the meeting:</p> <p><b>1) Several weeks ago, the FAB were given a very good presentation about the 125 marketing plans. We made some positive suggestions for improvement but have heard nothing since. Were any of the suggestions implemented and if not why?</b></p> <p>These were forwarded to me in April, many thanks (apologies if the understanding was that I (retail) was coming back directly – I had given feedback at the time to be fed back – so sounds like that didn't filter through). To give a wider understanding of product choice and development – from a replica kit and training kit perspective – discussions start 18 months prior to launch, with sign off being 12 months – i.e. this season's kits were signed off last August/Sept. For all leisurewear, accessories, souvenirs etc – talks start around December time, with orders being placed by end of Feb/start of March. Around 90% of this season's orders were placed by mid-March, allowing room as the season progresses to add ranges etc. We have various ranges still to launch, including a small Heritage range in the colourways of Riverside FC. All ideas noted – I believe James Askey has feedback regarding the bib idea which he will be taking up through Marketing.</p> <p>With regards to collaborations/partnerships with other brands – this is something I have been working upon my arrival at the club and – whilst not necessarily 125 specific - have already launched collabs with IBY, Mentality Ltd and Fresh Ego Kid. The Fresh Ego Kid collab features the 125 cap with Bluebird crest, and will also launch a PW7 cap with all profits going to PW7 Foundation.</p>
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**2) How has the new 125 kit been received? Has the launch seen a spike in sales when compared to prior seasons?**

The kit has been a huge success. By my reckoning – on launch day we fell short by around 50 shirts of the all-time best launch day sales (which was 2018, Prem season). Sales continue to be very strong.

**3) What market research and insights were leveraged prior to the designs and concepts for the second and third kits being agreed upon? What was the process in developing the launches? Were the second and third kits ‘off the shelf’ from the kit supplier? How is coal mining referenced in the second kit specifically?**

To give a bit of insight – talks began between the club and New Balance in Feb 2023. I joined the club mid-May 2023, so the process was up and running by that point. There are several stages to kit design development and approval, that start, as I say, 18 months in advance. Simply put – there are 3 ‘bases’ to pass through (below, to give some understanding).

- Firstly - New Balance.

An initial meeting in Feb/March is held for club to outline requests with regards to all 3 kits. All kits are fully bespoke, none are template. New Balance Global then work with their designers and come back to us to present their designs. Whilst these designs are bespoke, and not from templates – New Balance do have styles they wish to use, and have their own colour spectrum. Tweaks can be made to small details.

- Secondly – The EFL

At the point the Club and NB have agreed upon designs – they are sent to the EFL for approval. The EFL consider an awful lot when approving – each kit being able to play against each other, each kit having two viable GK options, and ensuring no issue regards Colour Blindness. If any issues, we go back to NB and then re-submit to the EFL.

- Thirdly – The Board/Ownership

Once agreed with the EFL – the designs are passed for approval by Ken and Vincent. If, for any reason, they are not approved or require amendments, then we go back to New Balance, and then the EFL again.

Naturally this process can take a long while to get to sign off.

We have various colours that are ‘no go’ colours – therefore building a story around the away and third for the season was somewhat tricky, given the colours of the original Riverside kit. The heritage of Cardiff, and the importance of the coal industry in both the valleys and the docks areas, was a natural focus – with the away kit officially being charcoal colour. The launches themselves were worked upon between the comms dept, tv and video, marketing and retail.

**4) Did the club consider using colours from other kits from the past?**

All colours were considered – subject to the afore mentioned restrictions we have upon us. From those available, as above, the story built leant towards the colours eventually chosen.