



Fan Advisory Board (FAB)

First meeting of 2025/26
Monday 22nd September 2025, 5pm - 7pm
Director's Lounge, Fulham Pier, Craven Cottage

Attendees

Fulham FC

Alistair Mackintosh (AM) - CEO
Darren Preston (DP) - COO
Peter Limbert (PL) - General Counsel
Carmelo Mifsud (CM) - Communications Director
Jack Burrows (JB) - Marketing Director
Jon Don-Carolis (JDC) - Commercial Director
Jamie Nicholson (JN) - Head of Supporter Services
Nicola Walworth (NW) - Supporter Relations Manager
Eleanor Rowland (ER) - Director of Safeguarding & Inclusion
Mike McSweeney (MM) - CEO, Fulham FC Foundation
Huw Jennings (HJ) - Head of Football Development, Academy

Fan Advisory Board

David Claridge (DC) - FAB Chair
Gianfranco Ludovici (GL) - FAB Vice Chair
Mark Davies (MD)
Simon Duke (SD)
Rowena Pinder (RP)
Iraina Cadbury (IC)
Liam Vincent (LV)
TJ Fogarty (TF) - (Dialled in)
Graham Uhama (GU) (Dialled in)
Joie Gormlie (JG) (Dialled in)

Agenda

1. Governance and Communications (40mins)
 - a. Fan Engagement Plan adoption (DC)
 - b. Fan Groups forum feedback and requests of club (IC)
 - c. New FAB member appointment (DC)
 - d. FAB External Comms (GL)
2. Working Group Updates (70 mins)
 - Community (RP)

- Fan Engagement (GU)
 - a. Atmosphere Group update (GL)
 - b. Loyalty Points progress (GU)
- Club Affairs (RP)
- EDI (IC)

3. AOB (10 mins)

Minutes

1) Governance and Communications

a. Fan Engagement Plan adoption (DC)

DC introduced the meeting and noted the adoption of the FAB engagement plan, which includes initiatives such as the atmosphere group and improved project management. DC noted that the Fan Engagement plan objectives already feature heavily in the first FAB meeting of the new season. JN shared positive feedback from the Premier League regarding the club's structured meetings and fan engagement objectives.

b. Fan Groups forum feedback and requests of club (IC)

IC provided an update on the recent Fan Groups Forum, which included representatives from FAB, FST, DSA & EDI groups and discussed forming a protocol for new supporters groups, growing membership, and supporting the development of an official LGBTQ supporters group, with plans for regular meetings and ongoing collaboration. IC noted that a follow up meeting is planned for mid October with agenda to follow.

- Action - Supporters Group Protocol: Draft a protocol for creating new supporters groups and collaborate with JN and the group to finalise it. (IC, JN)
- Action - Supporters Group Toolkit: Develop a formalised toolkit outlining steps for forming a supporters group, to be provided to interested parties. (DC, IC)

c. New FAB member appointment (DC)

DC and the group discussed the ongoing recruitment process for a younger FAB member, including the number of applicants and the evaluation of candidates. JN and DC agreed to meet with final applicants, subject to following the Terms of Reference for FAB appointments.

- Action - Younger Fans Representation: Review and share feedback on applicants for the younger fans representative role, and arrange conversations with the strongest candidates before final selection. (DC, JN)

- Action - Youth Supporters Group Exploration: Initiate a conversation with the incoming younger FAB member regarding the potential formation of a youth supporters group. (JN, DC)

d. FAB External Comms (GL)

GL led a discussion on improving external communications for the FAB, proposing the creation of a WhatsApp broadcast channel and exploring the possibility of a dedicated website, with input from the group on resource needs and the avoidance of traditional social media.

- Action - WhatsApp Fan Channel Launch: Coordinate with the club to distribute and promote the new WhatsApp fan community channel, ensuring fans are aware and able to sign up. (GL, JB)
- Action - Website Development for FAB: The club, where possible, will look to support the FAB in launching their own website, using the Google Workspace environment. (GL, JB)

2) Working Group Updates

a. Community (RP)

RP and MM provided updates on community and Foundation activities, including the evolution of strategy and alignment of events with key dates. MM discussed the upcoming Stadium Sleepout as well as plans for the family walk in Spring 2026. MM and RP spoke broadly around fundraising initiatives, including efforts to connect better with fans through targeted messaging and programmes.

- Action - Matchday Foundation Fundraising: Investigate the feasibility of introducing voluntary donations for balloons and face painting at matchdays to support the foundation. (RP, MM)
- Action - Rounding Up Mechanic Implementation: Follow up with Oracle to ensure the pennies rounding up mechanic is ready for launch by the Arsenal match. (MM)

b. Fan Engagement (GU)

GU presented the progress on developing a loyalty points system, supported by data provided by the club, with plans to deliver a detailed proposal to the club for review and implementation discussions.

GL presented the results of the atmosphere survey, which gathered extensive fan feedback on topics such as singing sections, flags, music, and safe standing, leading to discussions on short- and long-term improvements to the matchday experience.

- Action - Loyalty Points System Proposal: Prepare and submit a detailed loyalty points system proposal to the club by the end of the working week, for club review and feasibility assessment. (GU)



- Action - Atmosphere survey: FAB to share the results with the club and publish findings for supporters. FAB to propose short term and long term measures to the club. (GL)

c. Club Affairs (RP)

RP and JDC discussed the club's sponsorship landscape, including the challenges of securing new sponsors, the impact of betting sponsorship changes, and the process for evaluating and announcing new partnerships.

DP outlined plans to host concerts at the stadium during the off-season, detailing the steps required for planning permission, licensing, and community engagement, with the aim of generating additional revenue for the club.

- Action - Finance overview: The Club to provide FAB with a Finance overview, following on from last year and to help FAB better understand the Club's financial position.

d. EDI (IC)

IC reported on the success of the Women's Focus Group, plans for further meetings, and initiatives to improve women's merchandising, safety, and representation, including the launch of a female mascot and enhanced accessibility measures.

- Action - Women's Focus Group: The Club to provide FAB with possible dates for next Women's Focus Group with a focus on merchandising.

3) AOB

DC concluded the meeting, noting that the next meeting is scheduled for January 2026.