



# Fan Engagement Report 2023-24



**As we conclude the 2023/24 season, Chelsea Football Club continues to be committed to consulting with the club's fan base and working with supporters in meaningful ways to ensure their voice is heard and represented. The club always encourages supporters to use the mechanisms available to them to share feedback and offer ideas on how to develop the experience for all of our fans.**



**Lord Daniel Finkelstein OBE**  
Nominated Board Level Official

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**“The 2023/24 season has been exciting and fulfilling on fan engagement with our supporters. We have achieved a lot but without question there is always work to be done. For someone like me who has been involved with the key fan-led review of Football Governance by Tracy Crouch it was incredibly exciting to see Chelsea create a Fan Advisory Board and it play a significant role in the ticketing pricing review for the 2024/25 season.**

“At the beginning of the debate, I said to the group that these proposals put by the FAB would be proof of the whole concept and highlight its value. We are also incredibly pleased that a brand-new internal team dedicated to supporter relations has been formed and significant investment in fan engagement has been implemented by the club.

“We now have work to do in so many exciting areas and we have been challenged to develop communication with our supporters. We are aware there is a lot to do to make Chelsea games more inviting as well as anticipating the normal stresses and chances that happen throughout the season.

“We look forward to enhancing our fan engagement in 2024/25.”when we are considering long-term plans for the club. Our supporter advisors to the board have been an important step in the right direction, and we know we can do more. The recent introduction of the Fan Advisory Board is a critical step in this process and look forward to working closely with the members of the FAB..”



## Neil Beard

Chairman of the Fan Advisory

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**Gianfranco Zola famously said that all of us – teams, directors, managers – are passing through a football club. Supporters are there always, and they never forget.**

“The voice of the fan has to be heard, and has to be able to influence the decisions the club makes, in a very sensible way. The fact that the club recognises this, and the fact that they’re very serious about demonstrating this in the engagements that they’re having with us, really speaks out about the fact that Chelsea really are a progressive club, and want to be getting things right.

“Reflecting on the first year of the Chelsea FAB and as its first chair, I’m very proud and happy with what has been created and what we have achieved, so far. The creation of a solid FAB structure, the excellent knowledge of Chelsea FC and connections with our supporters, amongst the members of the FAB, and the great diversity within the group truly represents all voices and all opinions of Chelsea supporters.

“And we have brought those views directly to the club and to the owners, on all the key and most strategic issues that affect Chelsea supporters.



# Highlights from 2023-24 season



The club was delighted to continue to facilitate and promote the Chelsea Supporters' Trust's Annual Sleep Out, which raised over £25,000 for Stoll and the Barons Court Project.



As part of our No to Hate campaign, Chelsea Foundation was proud to support the launch of the Muslim Supporters Group and the Jewish Supporters Group. As well as this, the FAB attended the March of the Living in Poland to demonstrate our commitment to this campaign.



In conjunction with the Chelsea Supporters' Trust, Chelsea FC delivered a supporter tournament at the Chelsea training ground in Cobham.



Continuing to support Chelsea Pride, Chelsea FC joined 30,000 others in taking part in London's Pride Parade. Before this, members of Chelsea Pride attended Football Pride at Stamford Bridge

# Case studies from the 2023/24 season

## Chelsea Supporters' Trust's Over The Line

In partnership with Chelsea Foundation, the Chelsea Supporters' Trust launched an Over the Line campaign during 2023/24. This initiative, delivered using funding from the Premier League Fans Fund, created a unique, free service for our supporters who on a Stamford Bridge matchday are able to have a confidential conversation with a mental health professional. Quieter spaces were provided and a dedicated website has been created. We will look to develop this across the 2024/25 season.



## Chelsea Supporters' Trust 'Those were the days' heritage event

To celebrate and recognise the history of Chelsea Football Club, the Chelsea Supporters' Trust delivered a number of heritage events with the club. These were held at the Legends of Europe game to commemorate Gianluca Vialli, at a Premier League match versus Sheffield United, and at Chelsea Women's game versus Arsenal at Stamford Bridge. Club legends such as Katie Chapman attended, videos were shown and club memorabilia was on display with money raised donated to local charities. Fans were able to attend for free and celebrate the illustrious history of the men's and women's teams. For the 2024/25 season, the club will look to continue to support this.



## Our commitment to fan engagement

Chelsea Football Club is committed to providing supporters with a platform for giving advice and guidance on fan sentiment, as well as developing and enhancing ideas to ensure a fantastic experience at Stamford Bridge, Kingsmeadow and beyond.

Across the course of the 2023/24 season, Chelsea FC has conducted key consultation through platforms such as the Fan Advisory Board, the various Fans' Forums, as well as maintained considerable dialogue with our various official and unofficial supporter groups and clubs.

Through significant investment, a new and dedicated Supporter Relations team has been established. The 2023/24 season has seen the appointment of four new staff to provide an enhanced service for our supporters. In respect of this, the following have joined the team:

- Michael Cornall, head of supporter relations – [Michael.cornall@chelseafc.com](mailto:Michael.cornall@chelseafc.com)
- Sam Curteis, supporter liaison officer – [Sam.curteis@chelseafc.com](mailto:Sam.curteis@chelseafc.com)
- Hannah Travers, disability access officer – [Hannah.travers@chelseafc.com](mailto:Hannah.travers@chelseafc.com)
- Ethan Windsor, residents relations officer – [Ethan.windsor@chelseafc.com](mailto:Ethan.windsor@chelseafc.com)

As we look forward to the 2024/25 season, we aim to continue to develop our service to all of our supporters, so providing them with the best experience possible with Chelsea Football Club.

# How we engage with our fans

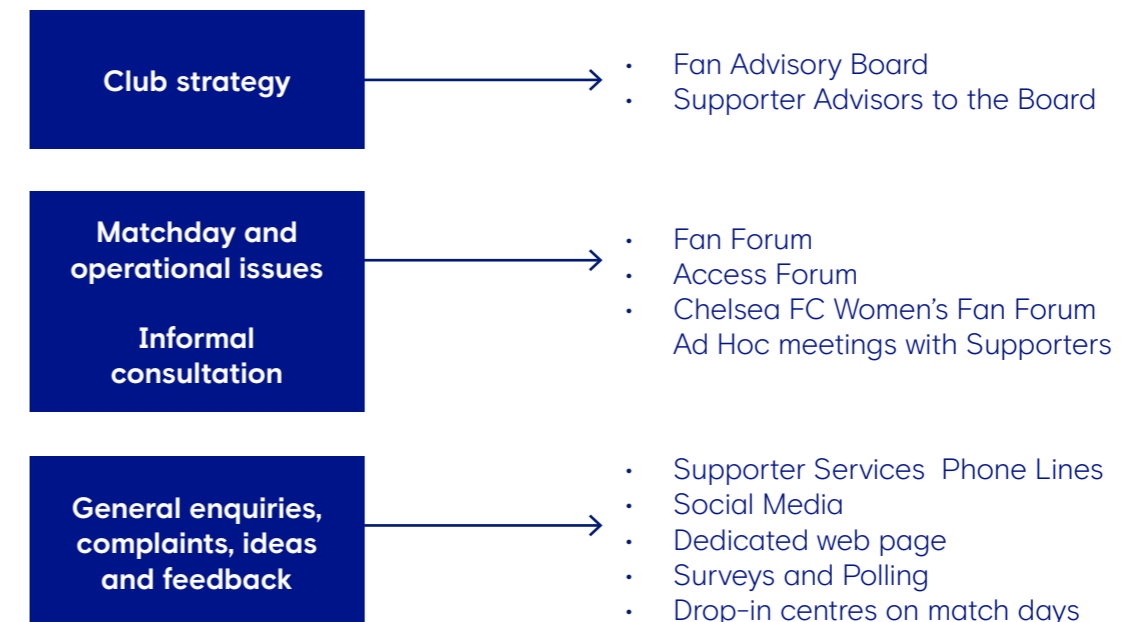
Providing platforms for our supporters to engage with is a fundamental aspect of our strategy to be the most admired club in the world on and off the pitch. We want our supporters to have multiple opportunities to share their feedback and develop ideas to enhance fan engagement. On the board of directors, there is a nominated board level official (NBLO) with strategic oversight of fan engagement activity, with the delivery of work led by the head of supporter relations and the subsequent Supporter Relations team. There are a number of mechanisms that across the 2023/24 season supporters were able to feed into:

- Three elected supporter advisors to the board who attend all club board meetings
- A Fan Advisory Board (FAB) who are consulted and engaged on key long-term, strategic issues that impact supporters
- Regular meetings with the club's Fans' and Access Forums, the club's elected fan representatives from various key stakeholders
- Regular meetings with the Club Chelsea Fans' Forum, independently selected fans representing our Club Chelsea members
- Regular engagement with supporters clubs, including the Supporters Club Ticketing Forum and the Official Supporters Club Rewards Scheme survey
- Fan satisfaction surveys and focus groups, including the annual Premier League fan survey
- Two club surveys produced this year with a dedicated ticketing focus group taking place
- Regular contact with recognised supporters' associations/groups who each have a dedicated position on our Fans' Forum, alongside a jointly elected position on the Fan Advisory Board
- The formation of our community-based groups - the Jewish Supporters Group and the Muslim Supporters Group
- The continued support of Chelsea Pride supporters group
- Regular meetings of our Residents' Forum providing an opportunity for local stakeholders to provide detailed feedback to the club

For 2023-2024 season onwards, we want to ensure we have the right touch points at all levels for supporters to make their voice heard

What would you like to discuss?

Who you can contact



The best place for supporters to hear the latest news is the club website - [www.chelseafc.com](http://www.chelseafc.com) and across the club's social media channels.

To find out more information about any of the supporter engagement activities, or to contact any supporter representatives, visit: [www.chelseafc.com/en/supporter-relations](http://www.chelseafc.com/en/supporter-relations)



# Chelsea FC's Fan Advisory Board

From the 2023/24 season onwards, Chelsea FC is working with the Fan Advisory Board (FAB) to ensure that supporters have a voice in the strategic direction of many club initiatives.

The FAB met with senior club representatives four times this year, to discuss a number of key topics such as ticketing pricing for the 2024/25 season. In addition to this, the FAB across the 2023/24 season held monthly meetings and a number of key meetings with senior club officials through its various sub-committees. For every meeting, the NLBO and the head of supporter relations for Chelsea FC attended, as well as other members of the Executive Team when required to do so.

## The FAB is structured as follows



**Tracy Brown**  
Advisor to the Board  
FAB Vice-Chair  
ED&I Lead



**Neil Beard**  
Advisor to the Board  
FAB Chair  
Elected Official



**Gary Beckwith**  
Advisor to the Board  
Fans' Forum Rep  
Over 65s Lead



**Arjun Pillai**  
Season ticket holder  
Overseas  
Supporters Club



**Mark Meehan**  
Season ticket holder  
Chelsea Supporters'  
Trust Chair



**Emily Kraftman**  
Season ticket holder  
Fourth Generation  
Supporter



**Frankie Harrington**  
Season ticket holder  
Her Game  
Too Ambassador

# Supporter Advisors to the Board

Since July 2021, there has been supporter presence at the club's board meetings. There are currently three representatives, one advisor selected through the Fans' Forum, one through diversity and equality representatives on the Fans' Forum and Chelsea Pride, and one from unofficial supporters' groups, elected by season ticket holders and members from candidates put forward by the groups. These make up the first three positions of the FAB.

## Key FAB information

- All summary reports of FAB formal meetings can be found on the Chelsea FC website by visiting <https://www.chelseafc.com/en/the-fan-advisory-board>
- The FAB has eight sub-committees which look at key topics to advise on club strategy. This includes (but is not limited to) focus groups such as ticketing, heritage and loyalty, and stadium redevelopment
- The FAB can be contacted via [supporter.relations@chelseafc.com](mailto:supporter.relations@chelseafc.com)

# FAB chair assessment 2023/24:

## Approach taken to complete FAB assessment

The Fan Advisory Board (FAB) saw it as critical we created a fair, impartial and confidential approach to completing its assessment of the 2023/24 season. An anonymous survey was provided on a secure platform which allowed members of the FAB to feedback confidentially on their views of the success and impact of the FAB over the course of last season.

These results were collated by an independent club official and were then presented back to the chair of the FAB with key feedback and themes highlighted.

## Summary of FAB performance

Upon completion of the first full season of the FAB, it can be seen that a number of successes have been achieved. The FAB has proved effective in its size and diversity of fans to ensure equal representation across our supporter base. This is highlighted by over 85% of the FAB members ranking this as four out of five or higher.

In addition, the FAB had made a significant contribution to the strategic objectives of the club by providing extensive and transparent consultation. Nothing highlights this more than the announcement of the season ticket prices for the 2024/25 season.

As we look to the new season, it is apparent that external communications with the wider fan base can be developed and a level of collaboration and consultation with supporters and our various supporter groups can be achieved.



## Areas of strength

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## Areas of development

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Without question, a number of areas of the FAB can be developed as we look to enhance and provide the most effective level of representation for our supporters.

A key area for development is the FAB's communication with the wider fanbase and ensuring there is a strong, effective relationship. This concern can be seen by 50% of FAB members ranking the effectiveness of the FAB in communicating to its supporter groups, representatives and wider fan base as three out of five or less.

## Proposed actions for next season

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A number of initiatives and actions have been proposed next season to enhance the FAB's communication with the supporter base. A non-exhaustive list of these actions to support our existing communication is as follows:

- A series of monthly articles will be released to provide updates and key consultation dates to the supporters
- The 'Fan Advisory Board asks us' series of articles will continue to be produced to answer key supporter FAQs
- For every men's home game next season, the FAB will have a 'meet and greet' facility in the Tea Bar for matchday supporters to engage with it
- A number of meetings with key unofficial supporter groups will be held to develop understanding of key issues and ideas for enhanced consultation with Chelsea Football Club

Through the above actions, we are confident that communication from the FAB to the supporter base will develop and prove impactful.

# How we listen:

## Chelsea FC's heritage assets

As a uniquely important stakeholder, Chelsea supporters will continue to be invited to partake in consultations on areas known as heritage assets, should there be changes.

This will include aspects such as:

- Joining a new competition that is not approved by FIFA, UEFA and the FA
- A material change to the club crest, or change in recognised home shirt colours
- The location of the club ground, whereby consultation will be delivered through Chelsea Pitch Owners (CPO)

This will fall in line with FA Rules of Association relating to heritage. These consultations will be organised in conjunction with head of supporter relations Michael Cornall and board director Lord Daniel Finkelstein OBE

## How to find out more

We welcome regular communication and engagement from our supporters and there are a number of ways in which you can become involved. The club will produce a report at the end of each season which contains details of all fan engagement activity. Throughout the 2023/24 season, updates on Chelsea FC's supporter engagement and consultation methods were:

- The minutes from Fans' and Access Forums via the club website <https://www.chelseafc.com/en/fans-forum>
- The FAB meeting summaries published via the club website <https://www.chelseafc.com/en/the-fan-advisory-board>
- Updates on the club website, social media and in the match programme on Fan Advisory Board and club-led campaigns and initiatives
- The 'Fan Advisory Board asks us' series on key issues such as the ticket buying portal's virtual waiting room and mobile ticketing plans
- Club-led surveys which were sent to our supporter base

To learn more about forming a supporters' group or ways you can engage with the club then please email [supporter.relations@chelseafc.com](mailto:supporter.relations@chelseafc.com)

# Supporter services

**We pride ourselves on delivering a positive experience to all our supporters, however, sometimes things can go wrong. If that happens, we want to know about it.**

On a matchday, the best people to speak to are stewards or uniformed member of staff. We often find that an issue can be resolved there and then.

If your issue cannot be resolved on the day, or concerns another matter, you can contact us. Equally, if you have had a positive experience, or would like to nominate a member of our team for providing excellent service, we want to hear about it! These nominations will be included in our quarterly Pride of Chelsea awards programme which recognises colleagues for demonstrating our values in their day to day working lives.

1. Contact our Supporter Services team via [supporter.services@chelseafc.com](mailto:supporter.services@chelseafc.com)

Alternatively, by post to:  
Supporter Services, Chelsea Football Club,  
Stamford Bridge, Fulham Road, London,  
SW6 1HS.

2. Once the communication has been received our Supporter Services team will send an acknowledgement confirming the case reference number. The logged complaint/feedback will then be passed to the relevant department for review.

3. If a response is asked for or warranted, Chelsea FC will use our best endeavours to respond within 14 working days from receipt of the complaint/feedback. If it is felt the complaint/feedback cannot be resolved within that time, an acknowledgement of the communication will be made as an interim measure.

4. For most supporters, this will be the end of our communication. In some cases, if dissatisfied with the outcome, you can request to escalate the complaint to a

senior manager of that department to review. As a final measure, supporters can contact the Independent Football Ombudsman (IFO). For further information on how to contact the IFO please visit <https://www.theifo.co.uk/>. Alternatively, by post to:

Independent Football Ombudsman,  
Premier House, 1-5 Argyle Way, Stevenage,  
Hertfordshire, SG1 2AD.

# Contact the Club

**Please read the Frequently Asked Questions before contacting us as your enquiry might have already been answered there.**

**If you cannot find your question here, you can use the [www.chelseafc.com/contact-us](http://www.chelseafc.com/contact-us) page on the website.**

## Useful Links

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- **Matchday information guides**

[www.chelseafc.com/en/matchday-information-guide](http://www.chelseafc.com/en/matchday-information-guide)

- **Ticket conditions of issue**

[https://assets.ctfassets.net/d4h4t9hbh431/6ezBunLTUhWgKAbAq8Dvls/cd8147dfaa5f096d9b7787e93fe41d59/Conditions\\_of\\_Issue\\_2024-2025.pdf](https://assets.ctfassets.net/d4h4t9hbh431/6ezBunLTUhWgKAbAq8Dvls/cd8147dfaa5f096d9b7787e93fe41d59/Conditions_of_Issue_2024-2025.pdf)

- **Ground regulations**

[www.chelseafc.com/en/ground-regulations](http://www.chelseafc.com/en/ground-regulations)

- **Safeguarding policy**

<https://www.chelseafc.com/en/safeguarding-2023>

- **Chelsea FC's No To Hate campaign**

[www.chelseafc.com/en/no-to-hate](http://www.chelseafc.com/en/no-to-hate)

- **Chelsea FC's environmental policy**

<https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>

- **Chelsea FC's Foundation**

[www.chelseafc.com/en/chelsea-foundation](http://www.chelseafc.com/en/chelsea-foundation)

- **Chelsea FC's Supporter Charter**

[www.chelseafc.com/en/supporter-information-policy](http://www.chelseafc.com/en/supporter-information-policy)

