



# OUR FAN ENGAGEMENT PLAN

2025/26





With the 2025/26 about to begin, Chelsea Football Club is delighted to share our Fan Engagement Plan for the coming season. In collaboration with our Fan Advisory Board, core supporter groups and our community-based groups we remain committed to build on our recent successes both on and off the pitch and engage with supporters in an impactful and consistent manner.

Fan Engagement continues to be the core of all that we do at Chelsea Football Club and is a shared responsibility, with dedicated staff solely focused on ensuring the voices of the fans are heard. We encourage all supporters to use the many mechanisms available to help Chelsea Football Club be the most admired club in the world, on and off the pitch.



# Nominated board level official

## Lord Daniel Finklestein OBE

I am honored to continue to serve on the board of the club I have always loved. I was also a member of the panel in the Government's fan-led review and am committed to fan engagement within the club.

I am delighted to see the launch of the 2025/26 Fan Engagement Plan our third one since the review. Over the last 12 months, our Supporter Relations team have worked closely and tirelessly with our supporters. We have delivered a wide array of fan engagement initiatives and consulted across a number of key supporter related topics.

There is a significant amount of work to be done to continue to ensure our supporters are heard at the highest level and our Fan Advisory Board will remain pivotal in providing strategic consultation.

I am looking forward to the implementation of our Fan Engagement Plan throughout the 2025/26 season as we continue to do all that we can to provide our supporters with a valued and impactful voice.







# Co-Chair of the Fan Advisory Board

## CO-CHAIRS OF THE FAN ADVISORY BOARD TRACY BROWN & NEIL BEARD

*As lifelong Chelsea supporters, we are immensely proud of co-chairing the Fan Advisory Board as well as holding the position of supporter advisors to the main Chelsea FC Board. Since the inception of the FAB, consultation on key strategic issues has continued to grow from strength to strength.*

*Supporters are the lifeblood of the club, and it is critical that their views and opinions are considered. The Fan Advisory Board strives to achieve exactly this with many regular meetings and touchpoints with senior club leadership and the main Chelsea FC Board, as well as very often and directly with Chelsea supporters, via events like the recent Townhall on Digital Ticketing and the FAB Supporter Survey.*

*Across the course of the season, we will cover a variety of strategic and operational topics, from ticketing policies, to your matchday experience and provide considered and experienced insight and feedback to strive towards a positive outcome for supporters. Across both the men's and women's teams.*

*There is a significant amount of work to be done to continue to ensure our supporters are heard at the highest levels and our Fan Advisory Board will remain key in providing strategic consultation.*

*Fan Engagement is pivotal in all that is Chelsea Football Club and always will be. Our supporters are what makes Chelsea who we are and as the Chelsea Fan Advisory Board, we will always ensure that our supporters voices are heard.*





# How We Support

Chelsea Football Club has multiple mechanisms and formats for supporters to engage with the club with a dedicated Supporter Relations department to ensure supporters are communicated with and listened to on a regular basis.

## **CHELSEA FC - SUPPORTER RELATIONS**

The club has a robust and comprehensive departmental structure to allow supporters to engage with the club on a whole host of issues and topics.

## **SUPPORTER RELATIONS DEPARTMENT STRUCTURE**

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

As our nominated board level official (NBLO), Lord Daniel Finkelstein OBE works closely with supporters to represent their voices and sentiment at a strategic level, ensuring fans are heard right across the club. The board of directors will be regularly updated and informed on fan issues and fan sentiment to help shape decision making.

# Supporter Relations Department



## **Head of Supporter Relations – Michael Cornall**

[michael.cornall@chelseafc.com](mailto:michael.cornall@chelseafc.com)

The head of supporter relations leads the department and is responsible for ensuring the Premier League Fan Engagement Standard is adhered to, whilst working closely with the Fan Advisory Board (FAB) to advise and guide the club on strategy and fan sentiment.



## **Supporter Liaison Officer – Sam Curteis**

[supporter.relations@chelseafc.com](mailto:supporter.relations@chelseafc.com)

The supporter liaison officer will primarily focus on matchday communications ensuring that supporters are informed in a timely manner. They will work closely with the various forums so that supporters' issues are addressed effectively. As well as leading supporter-focused campaigns.



## **Disability Access Officer – Hannah Travers**

[disabilityteam@chelseafc.com](mailto:disabilityteam@chelseafc.com)

The disability access officer will work to ensure all disabled supporters are communicated with. They will also work closely with the Chelsea Disabled Supporters Association and the Access Forum.



## **Residents Relations Officer – Ethan Windsor**

[residents@chelseafc.com](mailto:residents@chelseafc.com)

The residents relations officer will ensure that our local residents at Stamford Bridge, Kingsmeadow and Cobham are well informed and consulted, allowing their voices to be heard through the regular residents newsletters and resident community meetings.



# Supporter Services

Within the Supporter Relations function, the club has a dedicated Supporter Services Team to lead and manage the day-to-day communication with supporters.



## **Senior Supporter Services Manager – Meg Clarkson**

[supporter.services@chelseafc.com](mailto:supporter.services@chelseafc.com)

The senior supporter services manager will lead the Supporter Services function, ensuring all complaints and enquiries are dealt with in a timely manner and in accordance with club policy working closely across our sanctions and banning policy as well our supporter-based processes.



## **Supporter Services Manager – Cally Kitchen**

The supporter services manager will work closely across the club to manage the complaints process, communicating effectively with supporters on any issues that may arise.



## **Supporter Services Coordinator – Marie Sesay**

The supporter services coordinator will support the department on drafting responses and logging complaints, ensuring this is in line with internal policies and procedures.



# 2024–25 Season Overview







Across the course of the season, Chelsea Football Club worked closely alongside its supporters to deliver a multitude of fan engagement initiatives, campaigns and events to provide our supporters with consistent communication, enhance fan sentiment and ensure that our supporters are proud of their club. A non-exhaustive list of these can be seen below:

- Regular and impactful consultation with the Fan Advisory Board playing a key role in our ticketing strategy for 2025-26
- Working in collaboration with the Chelsea Supporters Trust to deliver our 'wrap up warm' campaign
- Multiple matchday activations at Stamford Bridge, Kingsmeadow and a dedicated Chelsea Fan Meeting Point at the UEFA Conference League Final
- Building out our supporter services department with a refreshed complaints procedure
- In collaboration with the Chelsea Supporters Trust and the Chelsea Foundation supporting our Premier League Fans Fund project 'Over the Line'
- Collaborating to help deliver our supporter-led matchday displays, banners and initiatives
- Supporting the launch and establishment of the Chelsea Disabled Supporters Association

These are just a few examples of the close collaboration that Chelsea Football Club and our supporters to implement significant achievements during the 2024-25 season.

**During the 2024/25 season we delivered a number of fan engagement initiatives to strengthen the connection and a few case studies can be seen below:**

**DIGITAL TICKETING SUPPORT**

As the club announced its important and exciting move to digital ticketing for the 2025/26 season, several initiatives took place to ensure our fans were informed, supported and consulted as this transition was made. This was achieved with a ‘digital ticketing town hall’ led by the Fan Advisory Board with over 90 supporters attending from our key supporter groups. The club have also delivered a digital ticketing workshop, drop-in sessions and live webinars with over 250 supporters attending these opportunities to ensure they are ready for this key change.



**UNITE FOR ACCESS CAMPAIGN**

With the relaunch of the Chelsea Disabled Supporters Association, it was vital that our disabled supporters felt engaged and connected with the club. This was achieved through multiple events and engagement during the ‘unite for access’ campaign. From joint staff and supporter events discussing disability, to a supporter-led video raising awareness of discrimination in football we engaged with our supporters in a variety of ways.



**COMMUNITY BASED CAMPAIGNS**

To raise awareness of our community-based supporter groups, the club worked closely with our fans to deliver various events to promote and raise awareness of these groups. The club continue to support Chelsea Pride with a float at pride. The club worked with the Muslim Supporters Group to deliver an event to celebrate and with the Jewish Supporters Group to commemorate Holocaust Memorial Day.





# 2024–25 FAB Chair Assessment

## Approach taken to complete FAB assessment

The Fan Advisory Board (FAB) saw it as critical to ensure it created a fair, impartial and confidential approach to completing its assessment of the 2024/25 season. As per last season, this was achieved through creating an anonymous survey which allowed members of the FAB to feed back confidentially their views on the impact of the FAB over the course of last season.

These results were collated by a club official and were then presented back to the chair of the FAB and the club's nominated board level official with key feedback discussed.

## Summary of FAB performance

As the FAB completes its second fully operational season, a number of achievements have been made. The demographic of the FAB with its size and diversity of supporters remains a significant strength which ensures we have varied representation across our supporter base. This is highlighted by over 85% of the FAB members ranking this, as well as the independence of the Fan Advisory Board, at 4 out of 5 or higher.

In addition, the FAB made a significant contribution to the strategic objectives of the club by providing extensive and transparent consultation. The FAB has praised the club for its engagement with senior leadership and its collaboration with multiple stakeholders across the club. This is highlighted no more so than in the announcement of the Men's and Women's season ticket prices for the 2025/26 season.

A significant step this season to improve the feedback on wider communication from the FAB to the supporter base was the delivery of the Digital Ticketing Town Hall. This is an area the FAB will continue to develop this season.





# 2024–25 FAB Chair Assessment

## AREAS OF STRENGTH

The FAB continues to grow in strength with its communication, collaboration and engagement with senior leadership at Chelsea Football Club. One of the biggest strengths has been the number of meetings the FAB have attended with club leadership.

This has helped the FAB to input on fan sentiment on a regular basis and provide advice to the club. This is reflected by over 70% of the FAB members ranking the frequency of the meetings sufficient to impact the club's fan engagement activities and 100% of the FAB stating the meetings are conducted in a manner that encourages open and honest discussion.

## AREAS OF DEVELOPMENT

It is important to recognise the FAB can continue to improve to ensure it remains as impactful as possible when representing supporters.

Although improvements have been made with the Digital Ticketing Town Hall, it can be acknowledged that a key area for development is the FAB's communication with the wider fanbase and supporter clubs. Fifty per cent of FAB members ranked the effectiveness of the FAB in communicating to these representative as 3 out of 5 or less.

- Proposed actions for next season  
In order to enhance the FAB's communication with the supporter base, a non-exhaustive list of actions is as follows:
- .The FAB will continue to operate a 'meet and greet' facility in the Tea Bar but with more strategic themes
- Continued dialogue with club representatives on specific focus areas to ensure the FAB has regular touchpoints across multiple strategic objectives.

Through the above actions, we are confident the FAB will continue to ensure it represents the supporter base as effectively as possible



# How We Engage

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# How We Engage

**Providing platforms for our supporters to engage with the club remains a fundamental aspect of our strategy to be the most-admired club in the world on and off the pitch.**

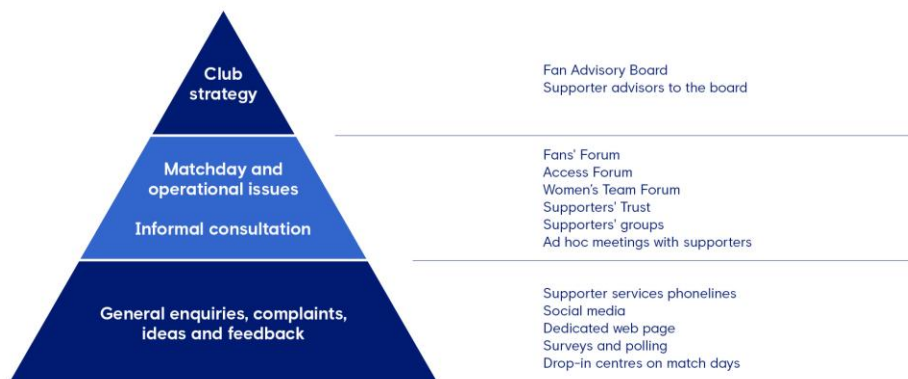
**We want our supporters to have the opportunity to share the journey to enhance and develop fan engagement. There are many mechanisms that across the 2025/26 season supporters will be able to be a part of. This is listed below:**

- Three elected supporter advisors to the board will attend all club board meetings.
- Our established Fan Advisory Board will continue to be consulted and engaged on key long-term, strategic issues that directly impact supporters.
- The club's Fans', Access and Women's Team Forums will meet a minimum of three times a season and are the club's elected fan representatives from various key stakeholders.
- The Club Chelsea Fans' Forum will meet a minimum of two times a season and represent supporters who attend games in our hospitality areas.
- The Supporters Club Ticketing Forum will meet every season and deal with members of our Official Supporters Clubs attending matches.
- We will continue to have regular contact and meetings 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.
- We will continue to support our faith and community-based groups Muslim Supporters Group, Jewish Supporters Group and Chelsea Pride with various events and consultation.





## For 2025/26 we continue to ensure we have the right touch points at all levels for supporters to make their voice heard



We will meet our Residents' Forum three times a season to provide an opportunity for local stakeholders to provide detailed feedback to the club.

We will continue with our Atmosphere Committee—consisting of supporters and club officials to be a touchpoint on developing and improving the matchday experience.

We will continue with our Pride in Our Bridge focus group. This group is a combination of local residents and supporters intended to feedback on any core resident issues in relation to a matchday.

We will work closely with the Chelsea Disabled Supporters Association meeting with the group on a regular basis.



# Fan Advisory Board

Chelsea FC continues to be committed to working very closely with the Fan Advisory Board (FAB) to ensure that supporters have a voice in the strategic direction of the club.

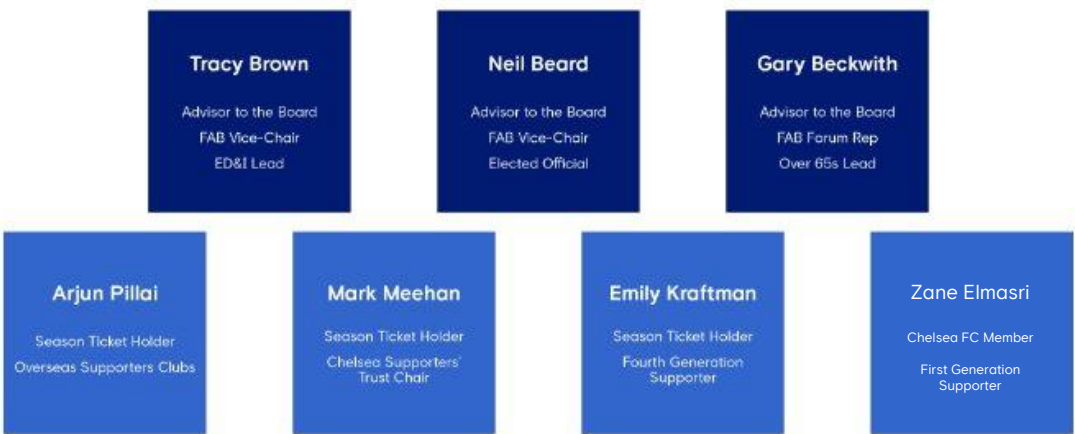
The FAB will meet with senior club representatives a minimum of three times this year to discuss a number of key strategic topics. The FAB will continue across the 2025/26 season to hold monthly meetings and meet with numerous senior club officials through its various sub-committees. For every meeting, the NLBO and the head of supporter relations for Chelsea FC will attend, as well as other members of the executive team when required to do so.



### 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 recognised supporters’ groups, elected by season ticket holders and members. These make up the first three positions of the FAB and will continue to engage in the 2025/26 season.

### The FAB is structured as follows





# Fan Advisory Board Engagement 2025/26

**In addition to the existing mechanisms, the FAB will implement several new initiatives to connect with supporters on a more regular basis.**

- A request to the club for another themed town hall led by the FAB – depending on the suitability and relevance of said theme.
- The FAB will continue to operate a ‘meet and greet’ facility in the Tea Bar but with more strategic themes to encourage fan attendance.
- Continued dialogue with club representatives on specific focus areas to ensure the FAB has regular touchpoints across multiple strategic objectives.
- More regular communication, articles and events to engage with supporters.

## Key FAB information

All summary reports of FAB formal meetings can be found on the Chelsea FC website by visiting the Fan Advisory Board page

The FAB has eight sub-committees which look at key topics for advising 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 [fanadvisoryboard@chelseafc.com](mailto:fanadvisoryboard@chelseafc.com)





# How We Listen And Share





**It is important that we consistently listen to our supporters and share updates and initiatives to ensure they remain informed about their club. Our-fan focused organisations and leadership structure support and develop this point.**

**FAN FOCUSED ORGANISATIONS**

To ensure that our supporters work closely with the club to provide feedback and consultation we regularly meet and communicate with an array of fan-focused organisations:

These include (but not limited to):

- Chelsea supporters trust
- Chelsea supporters club
- Chelsea supporters group
- Chelsea disabled supporters association
- Official Chelsea supporters clubs
- Chelsea women’s supporters group
- Kingsmeadow women’s supporters group
- We are the shed

**LEADERSHIP**

Senior leadership at Chelsea Football Club are committed and dedicated to ensuring that they regularly engage with supporters. Our executive leadership team often meet with the fan advisory board to discuss club strategy as well as hold frequent dialogue with fan-focused organisations. In addition, there are regular programme notes from our nominated board level official to provide updates to supporters.





# Our 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. These will include aspects such as:**

- Joining a new competition that is not approved by FIFA, UEFA and the FA
- The club name
- 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)  
A change to the name of the club's stadium be they Stamford Bridge or Kingsmeadow
- Any decision to terminate any playing aspect of Chelsea Football Club

This will be 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 We Become Involved

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# 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 for our fans to speak to are stewards or uniformed members of staff. If the issue cannot be resolved on the day, or concerns another matter, our supporters can contact us directly. Equally, if they have had a positive experience, we want to hear about it.

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

If a response is asked for or warranted, we will use our best endeavours to respond within 10 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.

If dissatisfied with the outcome, a request can be made 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)



# How to Contact the Club And find Out More

**Supporters can contact the club via a multitude of mechanisms. We have dedicated in-boxes for supporters.**

[Supporter.relations@chelseafc.com](mailto:Supporter.relations@chelseafc.com) [enquiries@chelseafc.com](mailto:enquiries@chelseafc.com) For all supporter enquiries and questions

[Supporter.services@chelseafc.com](mailto:Supporter.services@chelseafc.com) – For all supporter complaints and issues  
More information is available on the following club website pages:

The minutes from Fans' Forum, Women's Team Forum and Access Forum meetings  
The FAB meeting summaries  
Our Frequently Asked Questions. If fans cannot find their question there, they can use the Contact Us page on the website

The best place for supporters to hear the latest news is the club website – [www.chelseafc.com](http://www.chelseafc.com), the Official Chelsea App 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 our website's supporter relations page**



# Useful Links

- [Chelsea FC's Supporter Charter](#)
- [Matchday guides](#)
- [Ticket conditions of issue](#)
- [Ground regulations](#)
- [Safeguarding policy](#)
- [No To Hate campaign](#)
- [Sustainability policy](#)
- [Chelsea FC Foundation](#)



