

Fan Advisory Board Meeting (FAB) Wednesday 16th September 2026, 6pm, Chairman's Lounge

Club Representatives		Attendees
Chairman		Alan Pace (AP)
Club Captain		Kyle Walker (KW)
ALK Capital Partner		Stuart Hunt (SH)
ALK Capital Partner		Paul Marchington (PM)
Chief Operating Officer (Football) & Club Secretary		Matt Williams (MW)
Director of Fan Experience / Chair of Fan Advisory Board		Russell Ball (RB)
Senior Fan Experience Manager		Jack Ormesher (JO)
Interim Co-Chief Executive Officer		Nathan Kavanagh (NK)
Chief Marketing Officer		Ed Stewart-Lockhart (ESL)
Director of Operations		Doug Metcalfe (DM)
Head of Retail		Mark Howorth (MH)
Senior Ticketing Manager		Robert Holmes (RH)
Fan Experience Coordinator		Theodore Jackson (TJ)
Fan Experience Intern		Madeline Shell (MS)
CEO of Burnley FC in the Community		Helen Gurman (HG)
Director of Football, Sport & Education of Burnley FC in the Community		Chris Andrews (CA)
ALK Capital Vice President, Corporate Development & Investments		Penelope Edmonds (PE)
Fan Advisory Board (FAB) Representative Attendees		
Paul Kidd (Supporter Representative Chair of the FAB)		
Adnan Ahmed		
Amer Stansfield-Mushtaq		
Andrew Taylor		
Charlotte Rigby		
Eve Gurman		
Gareth Murphy		
Julian Booth		
Justine Bedford		
Lee Robinson		
Natalie Bromley		
Fan Advisory Board (FAB) Representative Online		
Charlie Binns		
Debra Driver		
George Poole		
Rick Guttridge		
Fan Advisory Board (FAB) Representative Apologies		
Anwar Afrasiab		
Daniel Moorhouse		
Emily Parkinson		
Jess Mitchell		
Josh Thompson		
Natalie Newbitt		
No.	Agenda Item	
1.	Welcome	
	Russell Ball welcomed members to the September meeting of the Fan Advisory Board and outlined the agenda for the evening. Attendees were thanked for their ongoing commitment to supporter engagement and consultation.	
	Representatives from Burnley Football Club, ALK Capital and the Fan Advisory Board were present both in person and online, including Chairman Alan Pace, Club Captain Kyle Walker, members of the Club's Executive Team, and representatives from Burnley FC in the Community.	

2.	Teas, Coffees and Sandwiches for those present.
3.	Meeting commences at 6:00pm
	Review of the last meeting's minutes / any outstanding items
	Minutes from the previous meeting were approved, with no amendments raised.
4.	A special acknowledgement was made to Junior FAB member Eve, who attended her final meeting before commencing her studies at Oxford University. The Board congratulated her on her achievement and thanked her for her contribution to the FAB.
	Premier League Fans Fund and Academy in the Community Update
	Chris Andrews provided an update on Burnley FC in the Community's Academy in the Community programme and wider community engagement activity.
	The Academy in the Community programme continues to provide Academy players with opportunities to engage directly with community projects across Burnley and the surrounding area, helping players better understand the local community while developing important communication and personal skills.
5.	An update was also provided on projects supported through Premier League Fans Fund funding, including a number of health, wellbeing and community initiatives. These projects continue to have a positive impact across a range of demographics and have helped expand the charity's support provision throughout the region.
	Members discussed future funding opportunities and the impact of operating outside the Premier League. It was confirmed that Burnley FC in the Community continues to maintain a diverse funding model and remains well-positioned to deliver its programmes regardless of divisional status.
	The FAB thanked Burnley FC in the Community for its continued work and contribution to the local area.
	Comments from Co-Chair of the FAB
6.	Paul Kidd provided an update on activity undertaken by the FAB since the previous meeting. The Board was informed that interviews had recently taken place to recruit additional Junior FAB members, with several successful candidates expected to join in advance of the next meeting. Paul also provided an update on engagement with external supporter groups and outlined plans for further consultation activity over the coming months. He reiterated the importance of maintaining a constructive and collaborative relationship between supporters and the Club and emphasised the value of open and respectful dialogue.
	Russell Ball provided an update on the Club's preparations for the forthcoming football licensing process under the Independent Football Regulator. Supporter engagement remains a key element of the process and the work of the Fan Advisory Board will continue to form an important part of the Club's evidence and consultation requirements.
	The Club confirmed that engagement with supporter groups will continue throughout the licensing process and thanked FAB members for their ongoing support and participation.
	Comments from the Captain – Kyle Walker
7.	Kyle Walker attended the meeting at his own request to speak directly with FAB members regarding the team's recent performances and the wider challenges currently facing the squad.

Kyle began by acknowledging that results and performances this season have fallen below the standards expected by both players and supporters. He accepted personal responsibility for his own performances and stated that, as one of the senior members of the squad, he felt it was important to speak openly with supporters and address concerns directly.

Reflecting on the team's current position, Kyle said that responsibility ultimately rests with the players and acknowledged that they have not delivered the level of performance required. He stressed that while management and staff all have important roles to play, it is the players who must take responsibility for performances on the pitch and improve results.

Discussion focused on the significance of representing Burnley Football Club and whether newer players fully understand the importance of local rivalries and supporter expectations. Kyle acknowledged that some members of the squad may not yet fully appreciate the significance of fixtures such as Blackburn Rovers, Preston North End and Bolton Wanderers, and stated that it is the responsibility of senior players to help educate newer teammates about Burnley's culture, traditions and identity.

Kyle spoke positively about the connection he has developed with Burnley since joining the Club and stressed that he remains fully committed to helping improve the team's fortunes. He acknowledged that confidence within the squad has been affected by recent results and accepted that supporters have every right to expect greater levels of performance, commitment and consistency. The discussion also covered leadership, supporter expectations and the impact of criticism on player confidence, particularly among younger members of the squad. Kyle reiterated that players are fully aware of supporter frustrations and remain determined to work together to improve performances and results.

Supporter Questions

Question: Why have performances failed to reach the levels shown earlier in the season?

Kyle acknowledged that confidence had been affected by recent results and admitted that momentum had been lost following a difficult run of matches. He stressed that performances have not been good enough and that players understand they must improve quickly.

Question: Does the squad know what the core issue is and what is preventing better performances? Kyle admitted there was no single explanation for the team's current difficulties. He said confidence, pressure and recent results had all contributed, but accepted that responsibility ultimately rests with the players to find solutions and improve performances.

Question: How united is the leadership group within the dressing room and what more can senior players do?

Kyle described the leadership group as united and highlighted the contribution of several experienced players within the squad. He noted that leadership can be demonstrated through both character and performances and stressed that senior players must continue leading by example during difficult periods.

Question: Does the team need to simplify its approach and focus on becoming more difficult to beat?

Kyle agreed that strong defensive foundations are essential and referenced Burnley's previous Championship success as an example of the importance of defensive consistency. He accepted that reducing individual mistakes and improving defensive organisation would be important in improving results.

Question: Has adapting to a new manager contributed to the team's current difficulties?

Kyle explained that every manager brings different ideas, methods and expectations. Whilst acknowledging that transitions can take time for some players, he stressed that this should not be used as an excuse and maintained that the squad possesses sufficient quality and experience to perform at a higher level.

	Question: What are you personally doing to help turn the situation around? Kyle reiterated that he remains fully committed to Burnley FC and accepted responsibility as one of the senior players within the squad. He stated that leadership is most important during difficult periods and that work ethic, accountability and commitment must be demonstrated consistently by everyone within the group. In closing, Kyle apologised to supporters for recent performances and thanked members for their honesty throughout the discussion. He stated that players are fully aware that results must improve quickly and assured attendees that the squad is working hard to turn performances and results around. The Board thanked Kyle for attending and for engaging openly and constructively with FAB members.
8.	Comments from the Chairman – Alan Pace Alan Pace addressed a significant number of pre-submitted questions from FAB members and supporters covering ownership, Club finances, football operations, recruitment, squad planning and Burnley FC's long-term strategy. Alan began by acknowledging the frustrations currently being felt by supporters and stated that he understood many of those concerns. He explained that, as both the Club Chairman and a resident within the local community, he is acutely aware of supporter sentiment and the disappointment surrounding recent results and wider issues being discussed by supporters. He stressed that he remains committed to engaging directly with fans, being available to answer questions and discussing concerns openly through forums such as the Fan Advisory Board. Club Finances and Ownership Strategy A substantial part of Alan's update focused on the Club's financial position, ownership model and long-term strategy. Alan explained that Burnley FC's ambition has always been to establish itself as a competitive Premier League club and that achieving that objective requires significant investment. He noted that the financial demands of modern football continue to increase and that clubs seeking to compete consistently at Premier League level must often operate differently to what many people may consider normal financial practice in everyday life or business. Alan reiterated that the acquisition of Burnley FC was completed using a leveraged model and stated that ownership has never sought to hide the fact that debt forms part of the Club's financial structure. He explained that borrowing has been used as a tool to support investment and growth and remains common practice across modern football. Whilst recognising that some supporters may disagree with that approach, Alan stressed that ownership remains comfortable with the Club's ability to manage its financial commitments responsibly. He explained that one of the common misconceptions around football finances is that published accounts often reflect decisions, revenues and costs from many months earlier rather than the Club's current financial position. Alan noted that football finances fluctuate significantly depending on whether a club is operating in the Premier League or Championship, with substantial differences in revenues, investment requirements and debt repayment obligations. Alan highlighted that significant investment was required following ALK's acquisition, particularly in relation to the playing squad, and explained that ownership chose to invest in building a team capable of competing at the level required to achieve the Club's ambitions. He stated that the Club has consistently sought to balance investment, competitiveness and long-term sustainability. Addressing supporter concerns regarding debt, Alan confirmed that inter-company debt continues to reduce and will continue to reduce significantly over time. He explained that forthcoming financial accounts would provide supporters with a clearer and more up-to-date understanding of the Club's financial position than has previously been available through historic accounts.

Alan advised that more than £40 million of inter-company debt had already been repaid and stated that supporters would see further evidence of this progress when the next accounts are published. He noted that financial cycles within football often involve periods of repayment followed by periods of reinvestment, depending on circumstances and opportunities available to the Club.

Alan also explained that a future return to the Premier League could create opportunities for further investment and growth. He acknowledged that borrowing may continue to form part of the Club's financial strategy where ownership believes it is appropriate to do so and where it supports the Club's ambitions. He stressed that while supporters may not always agree with every aspect of the financial strategy, ownership remains confident that a clear long-term plan is in place and that decisions continue to be made with the best interests of Burnley FC in mind.

Supporter Trust and Confidence

Several questions centred around supporter trust and confidence in ownership.

Alan acknowledged that confidence has been impacted by recent events and accepted that supporters have understandable concerns. He reiterated that he views Burnley FC as a long-term commitment rather than a short-term investment and emphasised that ownership remains fully committed to the Club's success.

He spoke passionately about his connection to Burnley and the wider community, stating that he views the Club, its staff, players and supporters as an extended family. Alan stressed that he would never knowingly take decisions that he believed would harm the long-term future of Burnley FC and explained that all major decisions are taken with the intention of strengthening the Club. Whilst recognising that supporters may not always agree with those decisions, Alan stated that ownership's ambition has never changed and that Burnley FC remains committed to competing at the highest level possible.

Alan also discussed expectations surrounding the current playing squad and noted that internal performance analysis suggests the team should be performing significantly higher than current results indicate. He acknowledged the frustration this creates for supporters and ownership alike and reiterated that staff and players are working to improve performances.

Lessons Learned During ALK Ownership

When asked what lessons ownership had learned during almost six years at the Club, Alan identified three key areas where mistakes had been made and where lessons had been learned:

- Sporting structure and football operations.
- Succession planning and managerial continuity.
- Recruitment and player development.

Alan acknowledged that managerial succession could have been handled more effectively at certain stages and stated that creating a stronger football structure remains a key priority moving forward. He also highlighted the need for stronger pathways between Academy, development and first-team football, alongside continued improvements to recruitment processes across the Club.

Sporting Structure and Recruitment

Further discussion focused on the evolution of Burnley's sporting structure.

Alan explained that the Club continues to review how football operations are organised in order to create greater consistency and continuity regardless of coaching changes. He indicated that further improvements are planned and highlighted recruitment and player development as areas of continued focus. He also acknowledged that attracting top-level football staff remains highly competitive and that the Club continues to work actively on strengthening its overall football operation.

Executive Leadership Changes

Questions were raised regarding the departure of former Chief Executive Officer James Holroyd. Alan explained that when Burnley appoints senior executives, the intention is always for those appointments to become long-term relationships. However, following discussions between both parties, it became clear that the arrangement was not progressing as either side had hoped. He described the outcome as a mutual decision and stressed that there had never been any intention for the appointment to be a short-term one.

Burnley Football Club can confirm that James Holroyd has decided to step down as Chief Executive Officer to pursue a new challenge. James will remain closely involved with Burnley FC in the Community going forward.

Financial and Operational Risks

Supporters also asked what ownership considers to be the greatest risks currently facing the Club. Alan explained that the most significant challenge remains returning to and sustaining Premier League status. He noted that once parachute payments reduce, maintaining a squad capable of competing for promotion becomes increasingly difficult without access to Premier League revenues.

He explained that the principal risks facing the Club relate to maintaining a competitive squad whilst operating sustainably and ensuring sufficient funding remains available should promotion not be achieved within the desired timeframe.

Alan outlined a number of mechanisms available to mitigate those risks, including continued investment, access to funding facilities, additional equity where required, player trading and the growth of commercial revenues. He stressed that Burnley's objective remains to compete for promotion whilst maintaining a financially sustainable model and protecting the Club's long-term future.

Pre-Season Preparation

Questions were raised regarding pre-season preparations and whether lessons had been learned following the Club's overseas tour.

Alan acknowledged concerns regarding the team's physical preparation and stated that these matters would continue to be reviewed internally by the football department. Whilst recognising the commercial and supporter engagement benefits of overseas tours, he acknowledged that aspects of the most recent pre-season programme require review and stated that no decisions have yet been made regarding future overseas tours.

Squad Planning and Recruitment

Several questions focused on whether the Club accepted that the squad appeared unbalanced in certain areas following the summer transfer window.

Alan accepted that certain areas of the squad were not ideally balanced and acknowledged that this remains a focus for future planning. He explained that squad construction is influenced by a wide range of factors including managerial preferences, player decisions, injuries, timing and market opportunities. He noted that changing managers can present additional challenges to long-term squad planning, as different coaches naturally require different player profiles and characteristics.

He stressed that player transfers involve multiple parties, including players, agents and clubs, making outcomes difficult to control entirely. He recognises supporter frustrations; he stated that football and recruitment staff had worked to prepare alternative solutions once the situation became clear.

Club Stability

Members asked whether Burnley FC would remain secure should the Club spend a prolonged period outside the Premier League.

Alan responded unequivocally that Burnley FC remains financially secure and prepared for a variety of future scenarios. He reassured members that ownership remains fully committed to the Club regardless of divisional status and stated that he remains comfortable assuring supporters that Burnley FC remains stable, secure and supported for the long term.

January Transfer Window

Members also asked whether the Club expected to make changes to the squad during the January transfer window.

Alan confirmed that squad planning remains an ongoing process and that Burnley will continue to assess opportunities to strengthen where appropriate. He noted that January is traditionally a difficult market and explained that future activity would depend on injuries, squad requirements, player availability and wider football circumstances. He also explained that the current registered squad does not fully reflect all players currently within the Club due to injury situations and squad registration rules, meaning additional flexibility remains available as the season progresses.

Closing Remarks

Alan concluded by reiterating his commitment to Burnley FC, its supporters and the local community. He acknowledged the frustrations currently being felt but stressed that ownership remains ambitious, committed to continued investment and focused on delivering long-term success.

He thanked supporters for their continued engagement through the Fan Advisory Board and welcomed the opportunity to discuss challenging topics openly and constructively.

Q&A pre-submitted questions from the FAB/wider fan base

The following section provides the questions raised by FAB members and supporters, together with responses provided by the Club and FAB members.

A number of questions related to topics covered elsewhere on the meeting agenda and have therefore been addressed within the relevant sections of the minutes.

Q: Has the club considered showing video footage of former players' best goals, tackles, saves and achievements on the big screen when they appear as matchday guests?

A: This is a good suggestion and is certainly something the Club has done before. There are, however, some time constraints around matchday airtime, including requirements from broadcasters, which can make this more difficult to accommodate consistently. This season, supporters may have noticed that, through the use of the big screens and LED boards, the Club has been highlighting players who have represented both clubs, including player statistics and goal montages. Where possible, the Club will continue to explore opportunities to showcase former players and celebrate their achievements when they attend as matchday guests.

Q: Would the club consider producing a sponsor-free rugby shirt version of the away kit?

A: The suggestion has been noted. The Club has brought out a number of ancillary away shirt items to complement the away shirt, all of which have performed well. Further items, similar to the example provided, are already in production and are due to arrive in store in due course. The away shirt itself has also been an overwhelming success.

9.

Q: What confidential whistleblowing or safeguarding routes currently exist for staff, players and coaches to raise concerns without fear of repercussions?

A: The Club has a full and comprehensive Whistleblowing Policy which complies with current legislation. This is available internally to all staff and those working for the Club, including players from the Academy and Men's and Women's First Teams. The whistleblowing process provides a confidential route for concerns to be raised and, where appropriate, concerns can also be raised anonymously. The Club is committed to ensuring that anyone raising a genuine concern is not subject to detrimental treatment as a result.

Whistleblowing legislation applies to workers rather than supporters. This does not, however, prevent supporters from raising concerns with the Club.

For supporters, the Club has a dedicated Safeguarding Team and a dedicated section on the Club website where supporters can find safeguarding policies, contact details and an online self-reporting tool. Any concern submitted through this route goes directly to the Head of Safeguarding to be reviewed and managed appropriately.

In addition, on a matchday, the 'Respect Line' can be used to report concerns about inappropriate behaviour across the stadium footprint during the matchday event. Reports through this line can also be made anonymously if preferred.

Specifically for players at all levels and ages, designated Safeguarding staff work across all Football departments. They work closely with players and staff, providing an additional route for concerns to be raised, ensuring that players' voices are heard and that concerns are appropriately managed. Safeguarding briefings, information and training are delivered annually to players and staff.

The Club complies with the Safeguarding Standards set out by the League and The FA. Our safeguarding provision is independently audited on a regular basis, having previously been audited by Barnardo's and, from this season onwards, by the NSPCC. These safeguarding audits are mandatory requirements and form part of the League rules across the EFL, Premier League and WSL.

Q: Last year the club stated that covers of some sort would be placed in the FanZone. Is there an update as winter approaches?

A: The Club is aware of the previous feedback regarding additional cover in the FanZone and recognises the benefit this could provide, particularly during the winter months. A plan has been developed to explore what could be achieved, but this would require a principal sponsor to support the project. The Club is therefore exploring potential sponsorship opportunities, but there are currently no confirmed plans or timescales for the installation of additional cover.

Q: Has the club considered pre-pouring pints, where operationally permissible, to reduce waiting times?

A: The Club and our catering partner – Levy have considered and trialled the use of pre-poured pints on several occasions as a way of reducing waiting times. Feedback and experience from these trials has shown that supporters generally prefer to receive a freshly poured pint rather than a pre-poured one. The Club will continue to consider where pre-pouring may be operationally appropriate and where it can help improve speed of service.

Commercial & Retail Update – Front of Shirt Sponsorship and Retail Operations

Head of Retail Mark Howorth provided an update on the transition to the Club's new front-of-shirt partners, Vertu and Trainline, following the conclusion of the previous sponsorship arrangement.

10.

The Head of Retail acknowledged the unprecedented nature of the situation and explained that the Club had been required to act quickly following the termination of the original agreement. He advised that the Club used the opportunity to review its commercial portfolio for the remainder of the season and secure replacement partners that align with both the Club and supporter base. Members were informed that Vertu and Trainline had been selected as replacement partners and that both organisations are recognised national brands with a strong consumer focus. The Head of

Retail explained that both partners have expressed a desire to engage directly with supporters and that supporter-focused initiatives are expected throughout the remainder of the season.

Shirt Exchange and Refund Process

The Head of Retail outlined the work undertaken to facilitate the transition to the new sponsors and explained the operational challenges involved in replacing shirts already sold to supporters.

He advised that the Club was able to utilise existing unsponsored stock held within the retail operation, allowing replacement shirts to be produced and distributed as quickly as possible. The Head of Retail acknowledged that the temporary patch solution used during the West Ham fixture was introduced due to the speed with which the Club needed to respond but confirmed that supporter feedback was taken on board immediately and alternative solutions were implemented.

Members were informed that the Club's priority throughout the process had been to provide supporters with the highest-quality replacement possible and ensure that fans who had already purchased shirts were treated fairly.

At the time of the meeting:

Approximately 30% of home shirts had been exchanged.

Approximately 20% of away shirts had been exchanged.

Overall exchange levels were continuing to increase steadily.

The Head of Retail advised that supporter feedback regarding the process had generally been positive and highlighted the efforts made by retail staff to assist affected supporters, including supporting individual cases where additional arrangements were required. It was confirmed that supporters remain able to request an exchange or refund on eligible shirts until 31st December 2026.

He also explained that the Club had prioritised existing customers when allocating replacement away shirts. As a result, new sales of the away shirt have been temporarily paused until exchange requests have been fulfilled. A full restock is currently expected on or around 1st December 2026, although efforts are ongoing to bring that date forward where possible.

Supporter Questions

Question: Have supporters outside the local area been disadvantaged by the shirt exchange process?

The Head of Retail explained that the Club had sought to treat all supporters fairly throughout the process, regardless of location. He confirmed that individual concerns had been reviewed on a case-by-case basis and that alternative arrangements had been offered where necessary. He added that exchange and refund options remain available to affected supporters and reaffirmed the Club's commitment to supporting fans throughout the process.

Question: Does the Club's retail offering adequately reflect its female supporter base?

The Head of Retail acknowledged that this had been identified as an area for improvement in recent years and outlined a number of changes that have already been implemented.

He explained that women's merchandise sales have doubled over the past 12 months and that the Club now offers significantly more female-specific products than previously available. Training wear and playing shirts are now routinely stocked in women's sizes, and future product development continues to be influenced by feedback gathered through supporter engagement sessions and merchandise forums.

FAB members suggested that there may be future opportunities to further develop merchandise linked specifically to Burnley FC Women and create a more visible women's retail presence within the Club's retail operation. The Head of Retail welcomed the feedback and confirmed that expanding the women's retail offering remains an important area of focus.

	Question: When will the third kit be launched? The Head of Retail confirmed that the third kit launch had experienced some delays due to the sponsorship transition and associated operational priorities. However, he advised that the launch remains imminent and expressed confidence that supporters would react positively to the final design. Retail Development The Head of Retail concluded by outlining the Club's ongoing commitment to improving its retail operation and supporter experience. This includes continued engagement with supporters, expansion of product ranges and consideration of new merchandise opportunities across both the men's and women's game. The Board thanked the Head of Retail and the Retail team for their work during a particularly challenging period and acknowledged the efforts made to support supporters throughout the sponsorship transition.
11.	Digital Ticketing Update Senior Ticketing Manager, Robert Holmes, provided an update on the implementation of digital ticketing during the opening stages of the season following the Club's transition from paper-based season tickets to a primarily digital model. The Senior Ticketing Manager reported that the rollout had been a significant success overall, with minimal disruption experienced on matchdays and strong supporter adoption levels. Whilst acknowledging that there had been some challenges and lessons learned, particularly concerning the issuance of physical cards for supporters requiring exemptions, he stated that the Club had successfully avoided major turnstile delays or operational issues during the opening fixtures. To support those unable to utilise digital ticketing, the Club introduced an exemption process. Supporters who applied by the 1 June deadline received their physical cards ahead of the season, whilst additional requests continued to be received right up until the opening fixture. In total, approximately 1,500 physical cards have been issued for the season. The Senior Ticketing Manager explained that extensive planning had been undertaken ahead of the rollout, including the deployment of additional staff around the stadium before matches to assist supporters experiencing difficulties with accessing or downloading tickets. This support model helped identify and resolve issues before supporters reached the turnstiles and significantly reduced pressure on both turnstiles and the Ticket Office. Matchday statistics demonstrated strong operational performance, including: • Approximately 95% first-time scanning success rates. • Around 4% turnstile rejections, with the majority relating to supporters attempting to reuse tickets that had already been scanned. • No significant queues or delays at turnstiles during the opening fixtures. • Reduced congestion around the Ticket Office compared to previous seasons. The Senior Ticketing Manager advised that the Club continues to review supporter feedback and is already considering improvements for future seasons, particularly around communication timelines and the management of physical card requests. Discussion also focused on ongoing development of the Burnley FC app. The Senior Ticketing Manager confirmed that supporter loyalty points and Clarets Numbers are currently being integrated into supporter accounts and will be available within the app in the coming weeks. Longer-term developments will focus on improving functionality and reducing the need for supporters to move between the Club app and website.

Supporter Questions

Question: Has the transition to digital ticketing been successful from the Club's perspective?

The Senior Ticketing Manager confirmed that, whilst there were inevitable challenges associated with introducing a major operational change, the rollout had exceeded expectations overall. He highlighted the absence of significant matchday disruption, high scan success rates and strong supporter adoption levels as evidence that the transition had been successful.

Question: Will the Club review the away ticket allocation system to provide greater opportunities for supporters with mid-range loyalty points and long-serving supporters who may not be able to attend every away match?

The Senior Ticketing Manager confirmed that the Club remains open to reviewing the current system and would welcome discussion with the FAB regarding potential adjustments. He explained that approximately 95% of away fixtures this season have reached either Season Ticket holders or General Sale, with only a small number of fixtures selling exclusively through loyalty point criteria. He noted that different fixtures may require different approaches depending on ticket allocations and anticipated demand and confirmed that the Club would continue reviewing processes to ensure they remain fair and transparent.

Question: Was introducing paid admission for Burnley FC Women's fixtures the right decision given attendance levels?

The Senior Ticketing Manager explained that Burnley FC Women's participation at Women's Super League level requires the Club to operate under different competition regulations than previously. Whilst complimentary access was available in certain circumstances in previous seasons, paid admission now forms part of the matchday model.

He advised that season ticket pricing had been set at a significantly discounted level for supporters and highlighted that attendance conversion rates had improved despite the introduction of paid admission. Approximately 90% of ticket holders attended the opening fixture, representing a higher utilisation rate than had been achieved when larger numbers of complimentary tickets were issued in previous seasons.

The Senior Ticketing Manager concluded by reiterating the Club's commitment to continuing to improve the supporter experience through technology whilst ensuring appropriate support remains available for those requiring additional assistance.

Key priorities moving forward include:

- Further development of the Burnley FC app.
- Integration of loyalty points and supporter account information.
- Continued support for supporters transitioning to digital ticketing.
- Ongoing review of away ticket allocation processes.
- Improved communication regarding supporter products and benefits.

The Board thanked Senior Ticketing Manager Robert Holmes and the wider ticketing team for their work in successfully delivering one of the Club's most significant recent operational changes and acknowledged the efforts made to support supporters throughout the transition.

Football Update

Chief Operating Officer, Matt Williams, provided an update on recruitment activity, player movements and wider football matters affecting the Club.

12.

The Chief Operating Officer reflected on the recent transfer window and highlighted the increasing complexity of modern player recruitment. Discussion covered the role of agents within player transactions, the challenges of managing incoming and outgoing transfers and the importance of maintaining flexibility throughout the window. Matt noted that whilst the Club continues to benefit from a number of strong relationships across the game, transfer activity is often influenced by multiple parties and circumstances can change quickly.

Members were informed that a significant amount of work had taken place behind the scenes during the summer to manage player movements and ensure the Club remained prepared for a range of outcomes. The Chief Operating Officer acknowledged that every transfer window provides lessons and that the Club continues to refine its sporting structure, recruitment processes and squad planning models.

Player Onboarding and Welfare

The Chief Operating Officer provided an update on the Club's player onboarding programme and highlighted improvements that have been made to support new signings and their families. The enhanced onboarding process has focused on helping players settle into the local area more quickly, including support with accommodation, relocation and wider wellbeing. Matt explained that the Club has invested significant time and resource into improving the experience for new arrivals to ensure they are able to integrate effectively both on and off the pitch. Members were advised that the programme has developed considerably in recent seasons and forms an important part of the Club's wider player care and welfare strategy.

Squad and Injury Update

The Chief Operating Officer also provided an update on the current squad and injury situation. Whilst injuries inevitably impact squad planning at various points throughout a season, Matt explained that the Club continues to support players through their rehabilitation and return-to-play programmes. Members were informed that a number of players remain unavailable due to injury but progress is being monitored closely, with several expected to return during the coming months. Discussion also touched on squad registration processes and the flexibility available to the Club as injured players progress through their recoveries.

Football Governance

The Chief Operating Officer updated members on ongoing discussions within the EFL regarding the future financial relationship between the EFL and Premier League. Matt explained that discussions continue across the game regarding future financial distribution models and governance arrangements. He noted that Championship clubs remain actively engaged in these conversations and that Burnley FC continues to participate in discussions affecting the long-term future of professional football.

Burnley FC Women

The Chief Operating Officer concluded with an update on Burnley FC Women following promotion to the Women's Super League. Members were informed that the team continues to adapt to the demands of competing at a higher level and remains focused on establishing itself within the division. The Club remains committed to supporting the women's programme and ensuring continued investment in its development both on and off the pitch.

Discussion

Members discussed a number of football-related matters with the Chief Operating Officer, including recruitment, player welfare, injury management and football governance. No further substantive questions were raised following the update.

The Board thanked Chief Operating Officer Matt Williams for the update and welcomed the continued focus on strengthening football operations, player welfare and long-term planning across the Club.

Any Other Business (AOB)

13.

Squad Planning and Injuries

Further discussion touched on the impact injuries have had on squad planning. The Chairman acknowledged that injuries have created challenges in several positions and highlighted the left-back area as an example where the Club's planned options had been significantly affected by injuries. Whilst recognising those difficulties, he stressed that injuries cannot be used as an excuse for the team's overall performance levels.

	Club Growth and External Opportunities A member raised reports linking the ownership group with football opportunities outside England. The Chairman explained that ownership is regularly approached regarding football investment opportunities and continues to assess a variety of projects across the game. However, he confirmed that Burnley FC remains the ownership group's primary focus and that no active opportunities are currently being pursued. Front-of-Shirt Sponsorship The Chairman also addressed the recent front-of-shirt sponsorship situation. He openly acknowledged that the issue represented a significant disappointment for the Club and apologised to supporters on behalf of Burnley FC. He accepted that the situation should not have occurred and recognised the inconvenience caused to supporters. The Chairman highlighted the work undertaken by Club staff to resolve the matter, secure replacement partners and support supporters through the exchange and refund process. He also noted the positive relationships established with both Vertu and Trainline following the transition. Recruitment and Player Development The Chairman highlighted the importance of Burnley FC continuing to establish itself as a destination for talented young players. He noted that recent player transfers to UEFA Champions League clubs demonstrate the quality of talent being developed and showcased at Burnley FC. The Chairman stated that maintaining a clear pathway for players remains an important part of the Club's long-term football strategy and future recruitment model.
	Closing Remarks Chairman, Alan Pace, thanked members for their continued support, engagement and constructive feedback throughout the evening. He acknowledged recent frustrations experienced by supporters and reaffirmed the Club's commitment to improving both on and off the pitch. The Chairman also thanked FAB members for the role they continue to play in providing supporter feedback and maintaining constructive dialogue between supporters and the Club. 14. Supporter Representative and Chair of the Fan Advisory Board, Paul Kidd, thanked Chairman Alan Pace, Captain Kyle Walker and all Club representatives for attending and engaging in open and honest discussion with supporters. He encouraged members to recognise the privileged position held by the FAB and stressed the importance of continuing to use that platform responsibly and constructively. Director of Fan Experience, Russell Ball, thanked all attendees for their contributions throughout the meeting and reiterated the important role played by the Fan Advisory Board in strengthening communication, consultation and collaboration between the Club and its supporters.
15.	Meeting adjourned until Tuesday 10th November 2026