



Summary of the FSSB Board Meeting – Tuesday 6 January 2026

The FSSB Board met on 6 January 2026, with all Board members in attendance.

Key points of discussion included the following:

1. Approval of Previous Minutes

The Board formally approved all outstanding Board and AGM minutes from late November to mid-December 2025.

2. Conflicts of Interest & Code of Conduct

No changes to declared conflicts of interest were reported. The Secretary reminded all Board members of their obligations under the Code of Conduct, with particular emphasis on confidentiality.

3. Appointment of Chair of FSSB

John Woodhead confirmed he was stepping down as Chair, having initially served on an interim basis during a challenging transition period and then as permanent chair since March 2025. The Board thanked him for his leadership and contribution.

Tina Newall was unanimously appointed Chair, with strong support based on her experience, preparedness, and the positive signal her appointment sends regarding governance, diversity, and openness. The potential future appointment of a Vice Chair was noted.

4. Appointment of a Fourth FSSB Director to the TBFCCCL Board

Following a vacancy, the Board agreed that Ian Pearson would step down from the board of TBFCCCL, allowing Brad Seymour and John Raftery to join. John Raftery was subsequently appointed Chair of the TBFCCCL Board.

5. Restructure of Football Operations – New Way of Working

The Board agreed in principle to a new operating model designed to reflect the club's growth and reduce Board involvement in day-to-day operations.

The new structure introduces four functional “towers” (Facilities & Infrastructure; Operations & Community; Commercial & Media; Elite Football), each led by a Head of Department and supported by a Board Sponsor.

The Board will refocus on strategy, oversight, and long-term planning, with clearer accountability, reporting, and escalation. Budget delegation will be phased, subject to defined Terms of Reference and controls.

The Board also agreed the need to consolidate member engagement feedback into a formal internal strategy and a clear external vision. Initial Board sponsor allocations were agreed, with regular reviews planned.

6. Co-option of Board Members

The Board discussed using co-option only where specific skills gaps exist. It was agreed that a skills audit should be completed first and that individuals should initially be brought in as advisors before any formal co-option. This approach allows flexibility while protecting governance standards.

7. Matters Arising

Publishing Board Minutes

Rather than publishing redacted minutes, the Board agreed to communicate progress through structured functional reports and high-level Board summaries.

8. Model Rules – FSA 2025

The Board decided not to adopt the FSA 2025 Model Rules at the present time, concluding that the existing rules are clear, effective, and better understood by members.

9. Commercial Update & Solar Project

Commercial Performance

Commercial revenues are strong at the halfway point of the season, with significant year-on-year growth in season tickets, sponsorships, and bar takings. The Board welcomed the progress but agreed that communications should better highlight headline successes.

Solar Panels & EV Charging

After prolonged delays, funding is now approved and installation is expected to begin shortly, with completion by the end of March. The project will significantly reduce energy costs and supports long-term sustainability. The Board confirmed its support.

10. Financial Update

The combined financial position across the three companies is slightly behind forecast but broadly stable, with November performing better than expected. The Board highlighted the need for improved forecasting, forward planning, and preparation for future financial pressures, particularly in the event of promotion, which could require significant additional funding.