



FAN ADVISORY BOARD

Meeting notes

20th April 2026

Fan Services
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Fan Advisory Board Meeting

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Club Attendees

Matt Wild	Director of football operations & administration
Max Fitzgerald	Communications director
Steve Sutton	Facilities, safety & security director
Adam Beevers	Finance manager
Dave Wood	Fan Services manager

FAB Members

Martyn Willis	Wolves DSA
Keith Bickley	Wolves 1877 Trust
Jonathan Keeling	Ticketing Focus Group
Jack Finch	Matchday Experience Group
Lyndsey Harris	Equality Advisory Group
Andy Nicholls	Retail & Commercial Focus Group
Marcus Passant	Independent Supporter

Meeting Notes

Wolves staff recently met with members of the Fan Advisory Board (FAB) for a wide-ranging discussion covering the club's latest financial results, The Liquidator, fan engagement structures, ticketing, Premier League Fans Fund projects and the club's suicide prevention work.

The meeting brought together club staff and FAB representatives from across supporter and focus groups.

Annual accounts and financial update

The club presented an overview of its latest financial results, with discussion covering revenue, wage costs, player trading, financing and current regulatory frameworks across both the Premier League and EFL.

Supporters were told that the club's recent financial results broadly reflect a difficult period on the pitch, with a reduction in annualised revenue driven mainly by lower Premier League central distributions, a lower league finish and one fewer live UK television selection.

The club explained that matchday income remained stable, while partnership income improved and commercial income was affected by the full-year impact of the outsourced retail model, which impacts revenue but is balanced by a reduction in costs.

There was also discussion around wage levels, transfer activity and the accounting treatment of player trading, including how summer and June transactions can materially affect how results are presented across different reporting periods.

The club outlined that Wolves remains compliant with Profit and Sustainability Rules and is in a stable position from a regulatory perspective, despite the financial challenges that come with a difficult season.

FAB members also heard an update on squad cost ratio regulation, which is replacing PSR in the Premier League, and the likely introduction of a separate EFL version.

The club confirmed that detailed relegation planning is already well advanced from a financial and operational perspective, with a working assumption that, if relegated, Wolves would aim to build a squad capable of competing strongly for immediate promotion while remaining compliant with the EFL's proposed financial rules.

It was also confirmed that the club has no plans for redundancies in the event of relegation, with the stated aim being to retain a workforce capable of operating at Premier League level.

The Liquidator

At the request of supporters, the meeting included a detailed discussion on the potential return of The Liquidator as part of the matchday experience.

The topic was introduced following requests from supporter channels via the 1877 Supporters Trust, with the club confirming that it had been brought to the FAB through appropriate routes for consideration.

FAB members shared a range of views. Some highlighted that there is a belief among sections of the fanbase that the track would help generate atmosphere and reconnect with a part of the club's past. Others noted that informal polling and anecdotal feedback suggested strong support in some areas, while also debating how difficult it is to judge how representative any single perspective was of the wider supporter base.

Other members expressed clear concerns, particularly around whether the track aligns with the club's ambition to be a family-friendly and inclusive environment. It was noted that many supporters, including

those who attend regularly with children, would feel uncomfortable with the associated chanting, and that the issue goes beyond nostalgia to the type of environment the club is trying to create. It was viewed that a return could be seen as contradictory to the club's recent ticketing approach with the aim of encouraging young supporters and families to Molineux.

The club outlined its position in detail, focusing on regulatory, operational and cultural considerations.

It was explained that since the track was last used more than two decades ago, there has been a significant shift in expectations around supporter behaviour, safety and inclusivity. As part of this, the club now operates under a risk-based safety certificate and detailed operational policies, which place a clear responsibility on the club to anticipate and mitigate behaviour that could lead to regulatory or disciplinary issues.

It was made clear that there is a consistent expectation from football governing bodies, that clubs take proactive steps to prevent foreseeable incidents, rather than responding after the event.

The club's assessment is that playing The Liquidator would knowingly prompt offensive chanting, which would place it in direct conflict with:

- ground regulations relating to abusive language
- the club's acceptable behaviour policy
- wider equality, diversity and inclusion commitments
- ongoing work to create a safe and welcoming environment for all supporters

The operational challenges were also highlighted, including the difficulty of enforcing behaviour standards if the club is seen to be facilitating a situation where those standards are likely to be breached.

In addition, potential reputational risks were discussed, including the impact on the club's public image, relationships with partners, broadcasters and sponsors, and the likelihood of complaints from some supporters.

FAB members acknowledged the clarity of the club's rationale. While individual views differed, there was a shared understanding that the issue had been properly explored and that the club's position is shaped by a range of responsibilities beyond supporter preference alone.

It was also recognised that, while consultation is an important part of the FAB process, there will be occasions where the club is unable to act on supporter requests.

It was acknowledged that other clubs may take different decisions in relation to pre-match music. However, the club confirmed that its position is shaped by its own history, responsibilities, supporter demographics and values, and that comparisons with others do not override its obligations.

The club stated it understood the reasons for the request from supporters, but confirmed the position is that The Liquidator will not be reintroduced. It was agreed that the discussion will be reflected in this summary as the primary public record.

Focus groups and fan engagement structure

The club provided an update on the ongoing review of supporter engagement structures, following consultation with some FAB members, representatives from the 1877 Trust and club staff.

It was stressed that the Fan Advisory Board itself is viewed positively and that there are no proposals to make major structural changes to the FAB. Instead, the club is looking at improving and formalising the wider focus group system around it.

This includes reviewing how focus groups are structured, how members are recruited, how meetings are

planned and documented, and how feedback from those groups is brought into the FAB more consistently.

The club is also considering whether some existing focus groups could be combined where there is clear overlap, in order to create a more coherent and manageable structure going forward.

A further update and draft proposals will be brought back once consultation is complete.

Ticketing update

The club thanked FAB members for their role in recent season ticket consultation, following the two dedicated meetings held on the subject.

It was noted that the communication of next season's season ticket pricing had been well received overall, particularly the emphasis on younger supporters and families, and that supporter feedback had played an important role in shaping the final structure.

The club reiterated that timing had been an important consideration in how and when pricing was communicated publicly, given the team's league position and the wider messaging challenges around that.

Premier League Fans Fund

The club updated the FAB on the next phase of Premier League Fans Fund applications.

Following earlier consultation with the Equality Advisory Group, two priority areas are now being progressed.

The first is the expansion of equality, diversity and inclusion-themed events across the season, designed to strengthen the connection between the club, the Wolves Foundation and local communities.

The second is the further development of the Molineux Memories programme, aimed at supporting older supporters and those living with dementia, while helping reduce isolation and improve wellbeing. FAB members were supportive of both proposals.

Suicide prevention update

The club also provided an update on its suicide prevention work, including the next stage of supporter-focused training in partnership with relevant organisations.

Representatives from supporter groups have been invited to attend the upcoming session, with the intention of widening the programme further in future if capacity allows. The club said it would report back on the session after it takes place.

AOB

Andy Nicholls informed the group that this would be his final FAB meeting, as he is shortly retiring and moving to Scotland.

Club staff and fellow members thanked Andy for his contribution to the FAB and wished him well for the future.

Thank you for reading.



Fan Advisory Board

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