

Company Registration No. IP031940

CHELSEA SUPPORTERS' SOCIETY LIMITED
ANNUAL REPORT AND ACCOUNTS
PERIOD ENDED 31 MAY 2017

Jeffreys Henry LLP

**Finsgate
5-7 Cranwood Street
London
EC1V 9EE**

Independent Examiner's Letter of Engagement

To the Society Board Members of Chelsea Supporters' Society Limited

1. Responsibilities of Society Board Members

As Society Board Members you are responsible for ensuring the Society maintains proper accounting records and for preparing accounts which give a true and fair view and which have been prepared in accordance with generally accepted accounting principles.

You are also responsible for determining whether, in respect of the year, the Society meets the conditions to be exempt from audit, and can therefore opt to commission an Independent Examination in order to meet the criteria for full membership set by Supporters Direct.

You are also responsible for assessing that my skills and experience are appropriate to carry out an Independent Examination of your Society, taking due consideration of its size and complexity.

2. Responsibilities of the Independent Examiner

It is my responsibility to:

- a) Examine the accounts
- b) To follow the procedures laid down in the General Directions given by Supporters Direct
- c) Discuss with you if any particular matters have come to my attention
- d) Write a report to members which will form part of the accounts

My work will not be an audit of the accounts.

3. Independence

I confirm that I have read the guidance provided by Supporters-Direct on independence and qualify as independent in line with that guidance

4. Limitation of liability

Any liability that may arise as a result of this engagement is limited to my fee set out in (5) below.

5. Fees

My fees for completing this Independent Examination will be £Nil.

Please sign one of the two copies below to signify your agreement to these terms.

Signed _____
(on behalf of Society Board)

Signed _____
(Independent Examiner)

Date _____

Date _____

Independent Examiner's Report

To the Members of Chelsea Supporters' Society Limited on the accounts for the period ended 31 May 2017 set out on pages 1 and 2.

This report is made solely to the society's members, as a body. My examination work has been undertaken so that I might state to the society's members those matters I am required to state to them in an examiners' report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the society and the society's members as a body, for my work, for this report, or for the opinions I have formed.

Respective responsibilities of Society Board Members and the examiner

The Society Board Members consider that an audit is not required for this year as an appropriate resolution was approved by members at the last AGM and that an independent examination is therefore appropriate.

It is my responsibility to:

- a) examine the accounts;
- b) follow the procedures laid down in the General Directions given by Supporters Direct; and
- c) state whether particular matters have come to my attention.

Basis of Independent Examiner's statement

My examination was carried out in accordance with General Directions given by Supporters Direct. An examination includes a review of the accounting records kept by the Society and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Society Board Members concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the accounts.

Independent Examiner's statement

In the course of my examination, no matter has come to my attention (other than that disclosed below):

- a) which gives me reasonable cause to believe that, in any material respect, the Society Board Members have not met the requirements to ensure that:
 - i. paper accounting records are kept;
 - ii. accounts are prepared which agree with the accounting records and comply with generally accepted accounting requirements; or
- b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed: _____

Date: _____

Name: Sudhir Rawal

Qualification: FCA

Address: Jeffreys Henry LLP
Finsgate
5-7 Cranwood Street
London
EC1V 9EE

CHELSEA SUPPORTERS' SOCIETY LIMITED

INCOME AND EXPENDITURE ACCOUNT

FOR THE PERIOD ENDED 31 MAY 2017

	2017		2016	
	£	£	£	£
Members' subscriptions		1,842		1,781
Interest received		17		-
		<hr/>		<hr/>
Net income		1,859		1,781
Other administrative costs				
T' Shirts	-		36	
Advertising, promotion and banners	-		375	
Bank charges	132		118	
Subscriptions	160		-	
Travel	410		-	
Meeting cost (appearance fee)	150		-	
Domain names and hosting	545		217	
Printing, Postage and stationery	150		-	
Donations	1,100		400	
		<hr/>		<hr/>
Administrative costs		2,647		1,146
		<hr/>		<hr/>
Net (deficit)/surplus		(788)		635
		<hr/> <hr/>		<hr/> <hr/>

CHELSEA SUPPORTERS' SOCIETY LIMITED

BALANCE SHEET

AS AT 31 MAY 2017

	2017		2016	
	£	£	£	£
Investments		250		250
Current assets				
Bank	4,747		4,986	
PayPal	275		824	
	<u> </u>	5,022	<u> </u>	5,810
Current Liabilities		-		-
		<u> </u>		<u> </u>
Net assets		<u>5,272</u>		<u>6,060</u>
Represented by:				
Net surplus		<u>5,272</u>		<u>6,060</u>

The financial statements were approved on behalf of the committee on 2017 by

David Chidgey

Chairman

Stuart Kinner

Treasurer

Paul Jeffrey

Secretary

CHELSEA SUPPORTERS SOCIETY LIMITED SOCIETY

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31st MAY 2017

The Society Board Members submit their report together with the financial statements for the year ended 31st May 2017.

1. Guiding Principles

The Society is run on the following fundamental principles:-

- A non-profit making Supporters Trust, with membership open to all Chelsea Football Club supporters worldwide;
- Wholly independent of Chelsea Football Club ('the Club') but seeking an ongoing positive dialogue with them;
- Run on a democratic one member, one vote principle with annual board elections, regular meetings and transparency of activity;
- Committed to proactive and mutually beneficial dialogue with the club and other stakeholders including the local community, local council, relevant media and other supporters groups.

2. Principal Aims

The Society was set up in 2013 with the following principal aims:-

- Encourage the board of Chelsea Football Club to take into account the interests of all supporters (both UK and Overseas based) and of the local community (businesses, residents, local authorities etc.) when making decisions that impact upon them;
- To actively and professionally engage with all relevant stakeholders on matters of interest and concern to Chelsea supporters;
- Act as an effective means of communication between club and supporters;
- Build on the work done by the Fans Forum in enabling issues of concern with supporters to be raised with the club;
- Work with Supporters Direct and other Supporters Trusts on pan-club issues like ticket prices and kick-off times;
- Work in partnership with existing supporters groups, websites, fanzine, podcasts etc. without detracting from their independence.

3. Responsibilities of the CST Board

The Society Board is required to prepare financial statements, for each financial year, which give a true and fair view of the state of affairs of the society for that year. In preparing those financial statements, the Board is required to:-

- Select suitable accounting policies and then apply them consistently;
- Make judgments and estimates that are reasonable and prudent;
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the accounts;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the society and enable them to ensure that the financial statements comply with the Industrial and Provident Societies Act 1965 and the Friendly and Industrial and Provident Societies Act 1968. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

4. Business Review and Future Developments

4.1 Annual Accounts

The CST Board feel that the surplus currently held (£5,272 as at 31/5/17) should be maintained, in case there should be a need for a 'fighting fund' or similar unplanned contingency requirement. The amount held in surplus is reviewed regularly by the CST Board and, if appropriate, changes made to the membership fee structure.

4.2 CST Membership

The CST has a direct c10,000-15,000 reach through individual memberships and affiliations, plus 14,900 Twitter followers and 10,000 Facebook followers (figures correct as at 30/6/17). In June this year we streamlined the sign-up and renewal process for members by adopting an annual renewal date of June 1st. The hope is that this will be easier for members to remember and save the Trust time in administering the renewals, which can be set to automatically renew via PayPal. In addition, members will be able to pay their subscriptions via bank transfer as well as cash, in recognition that not everyone has access to PayPal.

4.3 Chelsea Supporters' Trust Working Groups

With Tim Rolls standing down as Chairman last year, the Board took the opportunity to review how we operate, with particular respect to managing the issues arising out of the motions passed at the 2016 AGM. As a result, the Board agreed to group the motions passed under 'Working Groups' headed by members of the Board with the relevant experience and expertise in pursuing these objectives in the most effective manner.

The following Working Groups were established: Atmosphere & Safe Standing (Richard Weekes); Supporter Issues (Cliff Auger); Stamford Bridge Redevelopment/Temporary Stadium (David Johnstone); Affiliations (Cliff Auger); Community (Cliff Auger). As well as providing individual leadership and responsibility for the key issues the Trust is engaged in, on behalf of our membership, the hope is that more autonomy and the ability to take decisions and act quickly will be facilitated by this structure.

The working group structure also allows each Board member to be involved in the areas they are most interested in and bring their experience to, thereby keeping the entire Board engaged. The relevant working group heads report back on progress made at each monthly Board meeting.

4.4 Progress on Motions Passed at 2016 AGM

4.4.1 Stamford Bridge Redevelopment/Temporary Stadium

After a somewhat drawn out process with the local planning authority, we were delighted that planning permission for the redevelopment of Stamford Bridge was granted in January this year, with the Mayor of London giving his approval soon after.

It has been the clear wish of the majority of CST members that Chelsea remain at our spiritual home and planning permission seems to bring this closer to reality. Mr Abramovich's team should be congratulated for their sensitive handling of and full engagement with supporters and the wider community in putting the planning submission together, which we hope will continue, as effective ongoing stakeholder dialogue on the most important issue facing the club and its supporters is essential

There are still hurdles to overcome before building starts and most supporters are aware of the current delays meaning that work will most likely not commence until the end of the 2018/19

season. It is hoped that the redevelopment team continue to have dialogue with the supporters and take note of any concerns before redevelopment begins.

In the interim, ongoing supporter input as the plans, designs, facilities and pricing structures firm up is essential, to ensure that the final stadium design meets, as far as is possible, the needs of supporters and, crucially, allows a greater proportion of younger supporters to affordably attend games.

Attention has more recently focussed on where the Club might play in a temporary home for what could be four years. Last year's survey included a section to garner supporter's views on a temporary move to three of the rumoured venues: Wembley Stadium; Twickenham Stadium and the London Stadium. Whilst the Club have not revealed their choice for a temporary venue, it is clear that there will be inconvenience for many supporters in terms of increased travel times and expense and fewer opportunities for pre/post-match socialising in whichever venue is chosen.

In addition, there are concerns that a significant proportion of supporters might not attend as regularly as they have been and there will be a negative impact on the pubs and restaurants local to Stamford Bridge.

In meetings with the Club this year, the CST has made the issues for supporters around the temporary move our main focus. Whilst airing the supporters' concerns we have also made it clear that we believe a temporary venue will also provide opportunities for the Club and supporters, with cheaper ticket prices to mitigate the inconvenience of the move and to attract new, previously disenfranchised and younger supporters to make sure we fill the ground, whilst paying attention to the potential change in atmosphere by seating like-minded supporters together and so on. We will continue to air these issues with the Club and seek to have supporter input into the key areas of concern with regard to the temporary move.

4.4.2 Atmosphere and Safe Standing

Concerted efforts by a number of groups and individuals, including the CST, continued to improve the atmosphere inside Stamford Bridge last season, and their efforts are welcomed. When appropriate the Trust provides funding for various displays and banners seen on match days.

CST Board members continued to meet with senior Club executives on a number of occasions to discuss this specific issue. The key to success here is regular dialogue with the Club and working together with organisations such as 'We Are The Shed' to co-ordinate initiatives to improve the atmosphere with organised banner displays such as those for Antonio Conte, Frank Lampard and John Terry this year.

We were delighted to learn that the Premier League recently requested all Premier League Clubs complete a questionnaire about Safe-Standing and their willingness or otherwise to take the lead and trial it.

Whilst we understand that the redeveloped Stamford Bridge will have the ability to adapt to Safe-Standing, it appears that the Club are reluctant to support it unless and until there is a change in legislation. It is clear that support for Safe-Standing has increased among both supporters and Clubs recently and the tide may be turning. We are disappointed that the Club seem unwilling to take the lead on this issue. We will continue to make the case for Safe-Standing with the Club at every opportunity.

4.4.3 Supporter Issues

A key area of activity for the Supporters Issues Working Group is to liaise with the Club and the Police before and after matches where policing, stewarding and access have proved difficult.

The West Ham League Cup game was a case in point and CST representatives met with the key parties before and after the match and delivered an extensive report to the Club and the Police outlining the serious issues many Chelsea supporters faced. The Club were very supportive in this respect and as a result of this collective dialogue the league fixture against West Ham saw far fewer incidents and less aggravation in terms of access and egress as a result. Many thanks to the CST members who provided us with evidence we used to put the case to the Club and the Police.

In addition to this work, the CST in conjunction with the FSF represents supporters who are facing football bans through the courts and subsequent bans from Stamford Bridge. We have had some success here and have had several bans either lifted or reduced as a result of our representation. One particular case involved a young autistic supporter who faced a ban having been arrested for possession of a pyrotechnic flare. Thanks to many messages of support, and the work of his QC, the CST and the FSF, his ban was suspended.

The CST continues to have a Board member representing our members at the Club's official Fans Forum, despite clear reservations about the effectiveness and accountability of that body, as the CST is the only democratically elected supporter organisation representing the views of its membership there. We will continue to represent our member's interests and concerns vigorously at these meetings.

4.4.4 Ticket Pricing and Availability

We welcome the news that ticket prices at Stamford Bridge have been frozen for another year. In the current economic climate this can only be applauded.

However, given the vast income accruing from the TV deals and the growth in commercial revenue vastly outweighing match day revenue we firmly believe that lower ticket prices or at the very least a wider array of concessions should be considered by the Club. Even though the Club have frozen prices for 7 of the last 12 years, it is our belief that tickets are beyond the reach of the less well off, young adolescent supporters or those wishing to bring along several children.

The CST works very closely with organisations such the Football Supporters Federation and Supporters Trusts across the Premier League on issues such as the affordability of football. The introduction of the £30 cap on away PL tickets in 2016/17 was a fine example of what can be achieved through collective campaigning. We will continue to work with these organisations and make representations to the Club regarding the affordability of home games at Stamford Bridge.

As a result of the £30 away ticket cap, demand for tickets has dramatically increased. The Club continue to provide generously subsidised transport for away games, especially when there may be no realistic alternative, for which they should be praised. However, the increase in demand for tickets has left many subject to the vagaries of the virtual waiting room and the 'loyalty points' system and many are regularly disappointed as a result.

There is no easy answer to this, as the responses in our survey indicate, and it is inevitable that with any system there will always be disappointment when demand outstrips supply. We will look at this issue with renewed vigour next season to establish whether a fairer system can be devised and take the concerns of the membership and supporters to the Club.

4.4.5 Kick Off Times

The late announcement of matches rescheduled for television, and the problems caused by matches kicking off at inappropriate times continues to be a huge bone of contention to all football supporters let alone Chelsea supporters. The CST has been front and centre of dialogue with the Premier League and TV companies to address these problems.

As part of the structured dialogue process between supporter representatives and the Premier League, the CST attended a meeting with PL executives, including Richard Scudamore, on April 25th. Although a range of important issues were discussed including fixture scheduling, match day travel, safe standing, ticketing and disabled access, the sheer number of attendees (c30) makes decision-making very difficult so the majority of detailed work is done through sub-groups, to try and ensure these twice-yearly meetings are more than a box-ticking exercise.

The sub-group on kick-off times and fixture scheduling, led by the CST, have had meetings with Sky, BT Sport and the PL where the impacts on match-going supporters of antisocial kick-off times, short-notice rearrangements and inadequate rail travel/line works were reinforced. A report analysing the impact of rearranged and antisocial kick-off times on travelling supporters, and making a series of recommendations, has been produced, circulated to and discussed with those stakeholders.

That group is now looking to get round the same table with the Premier League, Sky and BT Sport to try and get agreement on steps to improve the lot of match going supporters. This would include taking into account scheduled rail works, especially on Sundays, which make rail travel very difficult. Of course one of the repercussions of re-scheduled or inconvenient kick off times is the additional expense this can cause for supporters, even if the Club have organised subsidised trains or coaches. One issue is how do you get back home from the drop off point when it's very late? To that end, the CST put in place a 'supporter lifts initiative' to facilitate contact between supporters via social media, who might need a lift home from the drop off point.

4.4.6 Ticket Touting

One issue that continues to frustrate is street ticket touting. Little progress seems to have been made over the past twelve months and it is important that the CST is more effective in ensuring the SAG proactively addresses the issue.

4.5 Affiliations

4.5.1 Future of Chelsea Pitch Owners

Although the future of Stamford Bridge appears to be secure with the planning permission having been granted, the CST membership continue to value and support the Chelsea Pitch Owners, seeing them essential as the long-term safeguard to Chelsea continuing to play football at our home.

At the CPO AGM in January the majority of the CST Board were in attendance with several Board members having the opportunity to speak at the meeting. The CST holds shares and is entitled to vote on behalf of the membership, which we did, in favour of the motions put forward.

We are in regular contact with CPO Chair Charles Rose and will continue to offer help and support to the CPO Board as appropriate. If, as many supporters fear, the club repeat their 2011 attempt to buy back the freehold of Stamford Bridge, we need to be fully prepared.

4.5.2 Membership of Hammersmith and Fulham Safety Advisory Group

The Met Police, Hammersmith & Fulham Council, Chelsea FC, British Transport Police, London Fire Brigade etc. meet twice a year as the Chelsea Safety Advisory Group (SAG) to discuss safety issues relating to Stamford Bridge.

We are now asked to provide input to the SAG agenda and receive feedback after meetings. However, the longer term objective is to gain full SAG membership and attendance at the meetings, as other Trusts have with their SAG meetings and the CST Board will continue to work towards this. It is clearly counter-productive that supporter input is not facilitated by inclusion in the meetings.

4.6 Stakeholder Engagement

The CST continues to work with other Premier League Trusts on developing engagement at a senior level in the FA and Premier League. The CST meets regularly with the other Trusts, Supporters Direct and the Football Supporters Federation and as mentioned above, has been at the centre of discussions with senior Premier League executives on issues such as ticket pricing, kick-off times and safe standing.

These regular meetings enable us together with other Trusts to put our views and concerns across to those who hold the levers of power in football such as The Premier League, The FA and the Government via the DCMS.

4.7 Community

4.7.1 Chelsea Graves in Brompton Cemetery

In conjunction with Friends of Brompton Cemetery, Chelsea official historian Rick Glanvill and the Club, the CST has continued to clean-up graves in Brompton Cemetery relating to Chelsea FC. The graves of four Club founders (Messrs Janes, Kirby, Maltby and Mears) have been cleared and tidied up and are now easily accessible.

In addition, Rick Glanvill discovered that a former Chelsea player was buried in an unmarked grave in the Cemetery. Jack Whitley served the Club loyally and with distinction from the age of 29 to 61, as first-choice goalkeeper (1907-1914), then as first team trainer (1914-1939). He died at Tring in Hertfordshire on 5 July 1955; a few months after the Club won the league title for the first time, aged 77.

In March, the CST launched a crowdfunding campaign to raise £5,500 to raise enough money to erect a memorial marking Jack's final resting place and to obtain the relevant permissions and place a ledger (or flat slab) with a suitable inscription, repaying the commitment Jack showed to Stamford Bridge and Chelsea Football Club.

Thanks to the incredible generosity of Chelsea and other football supporters, the amount of £5,742 was raised a good 2 months before the crowdfunding campaign was due to close. Work can now proceed to produce the stone and set a date for the unveiling ceremony which we hope to coincide as closely as possible to the anniversary of Jack Whitley's debut for the Club in September.

Thank you to the CST members who donated and to those who have given up their spare time to help carry out the clean-up work.

4.8 Communication and Dialogue with Members

4.8.1 Meetings

In line with our stated practise, the CST held an Annual General Meeting and three Special General Meetings in 2016/17. The SGMs provide an opportunity for each Working Group head to report back to the membership on their recent activities and progressing the motions passed at the AGM.

Venues (and the rescheduling of matches with inconvenient kick-off times) continue to be an issue in terms of availability and suitability, but we were delighted that the Atlas pub hosted our first SGM of

the season in October where well-loved former player Kerry Dixon was our special guest. Those in attendance engaged in a lively Q&A with Kerry and were given the opportunity to purchase a signed copy of his new biography.

In February, we held our second AGM at a new venue – the Lillie Langtry pub. This proved to be an excellent venue and we were delighted to be joined by special guest Charles Rose, Chairman of the Chelsea Pitch Owners. Following on from the CPO AGM of only a few weeks before this provided a timely opportunity to hear directly from Charles about the future of the CPO and its involvement in the plans and discussions around the Stamford Bridge redevelopment.

Our third SGM, as in the last two years, was held virtually (a Virtual General Meeting) in June, with members accessing and interacting with the meeting through the internet. Whilst we recognise that many members prefer the face to face nature of our SGMs the Board continue to believe that holding one SGM per year on-line allows those in the UK or overseas who are unable to attend a meeting in person to participate in the discussion of issues directly affecting them.

Present at the VGM were David Chidgey together with Richard Weekes talking about Atmosphere and Safe Standing; Ramzi Shammass discussing the Annual Survey and Dan Silver discussing our activities on behalf of overseas members. With over 100 people listening live and asking questions it remains an important way for us to communicate with members who we might not otherwise be able to.

The AGM and SGMs are all broadcast live via the internet and also made available as a podcast, meaning members from across the globe unable to attend in person have the chance to participate and listen.

As well as our formal meetings for the membership, the Board is keen to get out and meet members and affiliates. In June we were delighted to attend the Hastings & District Official Chelsea Supporters Club AGM where David Chidgey and David Johnstone had the opportunity to talk about the CST's activities and engage in a Q&A session. We will look to attend more meetings with supporters Clubs and affiliates' going forward as it helps both to get the CST's message across as well as hearing first-hand the issues and concerns of supporters.

In recognition that our overseas members naturally find it difficult to attend meetings and engage directly in the Trust's activities, the Board have created a specific position to represent our overseas members. During the year Dan Silver, the overseas member's representative has approached all of the overseas supporters Clubs, many of whom are affiliates of the Trust, in order to better understand what their particular and often quite different issues and concerns are, feed that back to the Board and the Club and help to get their voice heard.

4.8.2 Website/Social Media

In the ever encroaching digital age, our website and social media presence is an increasingly important tool to disseminate information and news to the membership and beyond. The website was redesigned last year and is now more 'user' friendly and easier to read and access, as well as linking more effectively with our twitter and Facebook pages. It is and should be the first port of call for members and potential members and anyone with an interest in the Trust.

In addition, the process of signing up to the Trust and paying membership fees has been improved with the application process being linked directly to PayPal and our CRM system from the website.

Our presence on twitter continues to grow with approximately 15,000 followers and is a useful tool to engage with Chelsea supporters in a quick, informal and direct manner, and to disseminate information and news about the Trust.

4.8.3 Newsletters

We must not forget, however, that many supporters do not use social media, hence the continued need for newsletters and, where appropriate, e-mails to members.

Newsletters are emailed to the membership directly and are particularly useful for those who do not keep abreast of the news via the website and social media. They provide a valuable service to the membership keeping them informed on a range of issues relating to Chelsea but also more widely.

Regrettably, due to changes in the make-up of the Board and the pressure of time, the Board decided to produce newsletters quarterly rather than monthly. That said, it allows us to provide more information and detail on our activities covering a longer period.

4.8.4 Annual Survey

Our fifth annual member's survey was conducted at the season's end and results will be presented to members in September. The Club, media and the wider supporter base will also receive relevant highlights. The legitimacy of the survey results enables us to have a focussed discussion with the club.

This is the first time we have opened up the survey to all Chelsea supporters in the UK and overseas, our intention being to include as diverse and comprehensive array of feedback as possible. Moving forward, next year's survey, which again will be open to all, will be available to complete in April, before the end of the season, so that we can get the attention of supporters who are still engaged in the football and inherent issues rather than away on holiday or having a break from it.

The results of the survey are of central importance to the CST as the feedback determines our policy and motions for the coming year. It is also the foundation for the most important meeting we have with the Club where we have the opportunity to represent the key supporter issues and concerns to them. The survey results also generate much media interest which helps to promote awareness of the activities of the Trust.

Fundamental to all of this though is the fact that the survey enables the CST to truly identify and effectively represent the wishes of its members.

4.9 Media Coverage

CST Board members continue to have a significant media presence and are regularly asked for comment and opinion by a wide range of media, on many issues, both relating to Chelsea and wider football matters.

The Trust garnered significant media coverage of our statement on the Stamford Bridge redevelopment and lengthy radio and television interviews on issues such as Kick-Off times and the Jack Whitley campaign.

The Chairman writes a weekly column for an on-line football newspaper to put the Trust's message across on significant supporter issues and other Board members regularly appear on radio, TV and the written press to represent the Trust and our members.

The opportunities to highlight the work the Trust is involved with in the media on behalf of the membership is vitally important in promoting what we do, increasing awareness of the Trust and its reach and visibility to Chelsea supporters whilst raising our profile. The Board is acutely aware that when they speak in the media on behalf of the Trust, we try to put over our views in a considered and rational manner and will continue to do so.

It is also important that the Trust utilises media more closely associated with Chelsea supporters such as the various podcasts, websites and fanzines and many of us have contributed by taking part in or writing for such publications. In addition the Trust was delighted to sponsor the well-received launch of the Eddie McCreadie book in May, held at Under the Bridge. As well as an article in the souvenir programme, the Chairman was invited to address the audience in a Q&A with compere Jason Cundy which again enabled the Trust to get our message across and reach an audience that we perhaps might not otherwise reach.

4.10 Summary

Whilst 2017 sees Chelsea as Premier League champions and the probability that we will continue to see Chelsea play at Stamford Bridge in a redeveloped stadium the envy of all, there remain many issues that may affect the continued enjoyment of Chelsea supporters.

When one considers that match going supporters now contribute only 20% of the Club's total revenue, one might conclude that our importance to the Club is potentially diminishing.

The CST and the membership firmly believe that football supporters, especially those who make a massive commitment and investment in time and money to follow the Club, remain the lifeblood and soul of the game. They are a valuable asset to the Club in terms of its culture, future and legacy. It is therefore imperative that supporter input on issues around the redeveloped and temporary stadium; atmosphere; ticketing access and prices; kick-off times and encouraging younger supporters to follow the team are heard by the Club.

The aim of the CST Board remains to work effectively with the Club and other stakeholders to help ensure such input is relevant, properly represents members' views and is fully taken into account.

5. Society Board

The members of the Board in the year were as follows (all were elected in 2016):

Cliff Auger; David Chidgey; Debbie Coady; David Johnstone;
Charles Jackson; Celia Mindelsohn; Chris Rayburn; Dan Silver;
Richard Weekes;

In addition the following were co-opted as Board members during the year:

Stuart Kinner (Co-opted September 2016); Tim Rolls (Co-opted September 2016);
Ramzi Shammam (Co-opted October 2016).

Paul Jeffrey continued in his role as Secretary

Celia Mindelsohn resigned in October 2016 and we are very grateful for her work and commitment especially with the administration of the membership and producing the Annual Survey for the last four years. Debbie Coady has decided not to seek re-election and on behalf of the Board I would like to express our gratitude for her work on the website and social media and for taking on the role of membership administration on Celia's departure.

6. Independent Examiner

The Independent Examiner was Sudhir Rawal of Jeffreys Henry LLP. The CST board are very grateful to Mr Rawal for his uncharged help in producing this report.

This report was reviewed and approved by CST board members via email.

On behalf of the Board

Name: **David Chidgey**

Position: **Chairman**
