

**Tottenham Hotspur Football Club  
Fan Advisory Board Meeting Minutes**

**Date:** Monday, 8 December 2025

**Time:** 18:00 – 20:00

**Venue:** Tottenham Hotspur Stadium

**Attendees**

**Supporter Representatives**

Chris Paouros (CP)	Proud Lilywhites and Co-Chair
Hemali Patel (HP)	One Hotspur Members
Jonny Tindal (JT)	Season Ticket Holders of the Men's Team
Paul Pavlou (PP)	Domestic Official Supporters' Clubs
Rachel Martin (RM)	Tottenham Hotspur Supporters' Trust (THST)
Steve Cavalier (SC)	Tottenham Hotspur Supporters' Trust (THST)
Sachin Patel (SP)	Spurs REACH
Sian Wallis (SW)	Season Ticket Holders of the Women's Team

**Club Representatives**

Peter Charrington (PC)	Non-Executive Chairman
Vinai Venkatesham (VV)	Chief Executive Officer
Kate Miller (KM)	Chief Communications Officer and Co-Chair
Ian Murphy (IM)	Head of Ticketing
Ellen Young (EY)	Business Operations Lead
Jake Heath (JH)	Head of Supporter Engagement
Luke Clarke (LC)	Associate Legal Counsel

**Apologies**

Chuck Hoffman (CH)	International Official Supporters' Clubs
Mark Spencer (MS)	SpursAbility

**1. Chair**

The meeting was jointly chaired by CP and KM as Co-Chairs.

**2. Quorum**

Quorum was confirmed.

### **3. Declaration of Interests**

No conflicts of interest were declared by any FAB members.

### **4. Minutes of Previous Meeting**

The minutes of the previous meeting were unanimously approved.

### **5. Introductions**

Introductions were made by all attendees.

### **6. Strategic Club Update**

VV provided the FAB with updates from across the Club:

#### **Men's Team:**

- The men's team had a bright start to the season, and while we have since been going through a difficult period, everyone behind the scenes is working hard to turn things around. There have been some positives in the last two Premier League games – both in terms of performances and results
- Club will be alert to opportunities in January to strengthen, but also realistic as we know January is a challenging window to trade in

#### **Women's Team:**

- The women's team have had a strong start to the season; currently 5th in the league and two points off second place; just one point behind our total last season
- Increased investment planned with women's football a strategic priority going forward.
- Club welcomed the signing of Signe Gaupset, a top talent in Europe
- Unlike the men's game, the January transfer window can be less challenging in women's football

#### **Governance and Leadership:**

- Kate Miller has joined as our Chief Communications Officer. Adam Gardiner will join as Chief Marketing Officer in January
- The Club is appointing a Director of Football Operations, who when recruited, will be the final member of the Executive Team. VV outlined the Executive Team structure to the FAB and agreed to share a visual prior to the next meeting. Dan Lewindon will join as Director of Performance next February. The FAB raised a query regarding women's representation on the board as a governance and leadership issue
- VV outlined that Tottenham Hotspur Football & Athletic Co Ltd and Tottenham Hotspur Ltd sit under the same overall governance, and that the Board is the same (or effectively the same) across those entities

#### **Ownership and Vision:**

- PC described his role as Non-Executive Chairman as bringing greater clarity, stability and accountability to governance, while supporting the executive team and strengthening trust with supporters

- PC reiterated the Lewis family's commitment to sustainable growth and consistent success. He explained the recent governance changes, including the introduction of a Non-Executive Chairman role, and emphasised the importance of a world-class executive management team. The ownerships ambition is for "more wins, more often", growing and engaging with the fanbase including broadening the demographic with a younger fanbase and spending wisely to achieve consistent success
- PC emphasised the importance of rebuilding trust with supporters and the value of open, direct dialogue with the FAB as the Club works through a period of change. He reiterated that the Club exists for its fans
- Club recognised that much work is required to get the Club to the level we all demand, and this will take time, and multiple transfer windows while winning games of football in the meantime
- The Club acknowledged THST's Five Principles of Ownership and the survey results

#### **Premier League Financial Rules:**

- Confirmed adoption of Squad Cost Ratio rules at the last PL meeting.
- VV outlined that Ownership are focused on supporting and backing us to deliver success, which is a good position to be in but we cannot forget about the financial regulatory rules
- He explained that the Club is not immune from these rules, having not made a profit since 2019 and having made significant losses since then compared to other Premier League Clubs. This means we need to buy and sell well, and be disciplined, as well as grow our revenues

#### **Independent Football Regulator (IFR):**

- Club are engaging with the IFR as it currently conducts research across the Premier League. Club's view is that regulation on supporter engagement should not be too prescriptive to allow each club and supporter base the flexibility to engage in ways that matter most to them
- It was noted that the FAB is expected to play a central role in meeting future supporter engagement requirements under the IFR regime
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#### **Online Abuse and Conduct:**

- Club has partnered with Signify to expand its ability to deal with issues of online abuse. Club publicises statistics on sanctions and banning annually as part of its commitment to tackling discrimination and abuse. Clubs focus is on supporter education and feels it does a lot of good work in this space. VV pointed out that unfortunately a number of our players and staff suffer very regular online abuse

**Action:** Club to share map of leadership structures prior to the next meeting

**Action:** Club and FAB to work together on initiatives to tackle the rise in online abuse/hate crime

## **7. Ticketing strategy updates**

- FAB supports the FSA's Stop Exploiting Loyalty campaign and asked for the Club's view. Club welcomed dialogue with the FAB and THST and felt that engagement structures were already in place on ticketing, reflecting on last season's calendar and the roadmap for 2026/27
- Following consultation with both the FAB and One Hotspur Members focus groups, Club will be revising the Ticket Share policy, enabling members to share tickets with up to three non-members. All Season Ticket Holders and One Hotspur Members will be emailed with the update to the Ticket Share service
- FAB and Club are consulting on the process for issuing any new Senior Concession Season Tickets in future seasons; also, emphasis placed on attracting younger fans to maintain future engagement
- Measures to address misuse of away tickets were discussed, including increased spot checks and a transition towards digital ticketing at all away matches.
- Club advised they were provisionally exploring potential for home ticket balloting in future, but wanted to consult with the FAB via the Ticketing Working Group and One Hotspur Members focus group, which CP and HP would also join
- FAB expressed reservation with balloting for home ticket allocations and would share this feedback with the Club for review. The FAB's reservations related to supporter experience, trust, predictability and proportionality, rather than opposition to change in principle. The FAB expects full consultation prior to any proposal being developed. Club are keen to ensure genuine consultation and would not present a fait accompli. Club recognise need to share a proposal to start and would not put this forward unless they felt it would improve the fan experience
- Club and FAB to engage on ticket pricing and policy for 2026/27 in the new year. Club shared a roadmap for engaging the FAB Ticketing Group over the coming months, with set milestones leading up to Season Ticket renewals

**Action:** Ticketing Group to meet in December, January and February

## **8. Atmosphere**

- If operationally possible, FAB and Club to trial a singing section in the South Stand at the Aston Villa FA Cup match in January. Club to liaise with JT on behalf of the Atmosphere Working Group
- FAB and Club were working together with a range of new initiatives to support matchday atmosphere and will continue to collaborate with the Atmosphere Working Group and THFC Flags
- THSTs Fill Our Home, Find Our Voice campaign to increase young supporter attendance was discussed and the Club agreed with the principle of the initiative

- Club agreed engagement and opportunity for younger generations of supporters are vital and are exploring the offering for juniors and young adults. Club reaffirmed it has an open door to engaging with the FAB & THST on these topics and will continue to do so

**Action:** Club and FAB to trial a singing section for Aston Villa FA Cup match in January

**Action:** Club and FAB to hold next Atmosphere Working Group meeting

## 9. Heritage

- Heung-Min Son mural will be unveiled on 9 December 2025
- FAB also raised concerns that uncoordinated commercial or partner-led activations risk undermining established supporter consultation processes
- Statue plans have advanced, with location identified. Club asked the FAB to provide recommendations on the process for supporter involvement and which Club figures should be on the shortlist. Confirmation that the pose of the statue is also important from a practical/technical point-of-view, and Club and sculptor will focus on the pose.
- FAB have been meeting with the Club to inform plans for a revamped Hall of Fame and the 1901 FA Cup anniversary

**Action:** FAB to come back to Club with a proposal for the process for supporter involvement both in terms of shortlisting and decision processes

## 10. Club & FAB update on supporter initiatives

Club and FAB discussed updates across supporter engagement since the previous FAB meeting in September 2025. All themes were guided by the feedback and requests received by the FAB, THST and supporters' groups:

- **Regular communication:** Club have continued to communicate with supporters at key intervals, such as the Fan Forum, update from the CEO on football recruitment and insight from the Sporting Directors
- **DEI initiatives:** working with THST on a partnership with Show Racism the Red Card - an exhibition to celebrate the first 11 black players in the Club's history
- **Together Against Suicide** offering matchday support to fans affected by suicide and helping raise awareness of information and assistance available
- **Junior Supporters Group:** Club held its first junior supporters' meeting to better understand the experiences of younger generations of supporters
- **Matchday Fan Experience Team:** A new and enhanced matchday team who will assist fans on matchday and proactively gather feedback from supporters
- **Official Supporters' Club Events:** Three matchday events confirmed, plus international activities including overseas legends' appearances and a five-a-side tournament.

- **Collaborations with supporter groups:** Work with THFC Flags, Champions League tifo displays, collaboration with Micky van de Ven, and trialing new initiatives with the FAB Atmosphere Working Group
- **Celebrating our supporters:** Club is working with Cadbury to showcase stories of some of our supporters and provide them with special experiences

## 11. AOB

- FAB asked if the Club could consider a digital Q&A in the second half of the season, which will be explored further
- Review of Terms of Reference to take place with a FAB task & finish group
- The FAB asked who decides which players are represented in murals, noting that existing murals focus on modern-day players, and how supporter input features in that process
- **Property Update:** Hotel development project remains on pause; all other property projects are under review (Printworks student accommodation is underway)

**Action:** Club to explore opportunity for digital Q&A with FAB/Club leadership

**Action:** Club to initiate Task & Finish group for elections and Terms of Reference

***Meetings Ends***