

TO DARE IS TO DO



Tottenham Hotspur Fan Advisory Board Meeting Minutes

Date: Monday 19th February, 2024

Time: 10:00 – 12:00

Venue: Tottenham Hotspur Training Centre, Hotspur Way

Attendees

Supporter Representatives

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

Club Representatives

Donna-Maria Cullen (DMC)	Executive Director and Co-Chair
Tony Stevens (TS)	Head of Public Relations
Jake Heath (JH)	Head of Supporter Engagement
Julia McMenemy (JM)	Escalations & Communications Manager
Luke Clarke (LC)	Associate Legal Counsel

1. Chair

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

2. Quorum

Quorum was present.

3. Declaration of interests

No FAB member declared any personal interests where a conflict could arise.

4. Minutes of previous meeting

The minutes of the previous meeting were unanimously approved as distributed.

5. Matters Arising

- HP, PP and CH working on focus groups for One Hotspur Members and will update the FAB in due course.
- DB asked if there was an update on how the Club receives information from transport partners around elevator issues on matchday that affect disabled supporters. The Club confirmed it is in regular contact with its transport partners around event day operations and will notify SpursAbility should it receive any advanced warning of elevator issues. When issues occur during the event day, as is often the case, the Club will endeavour to post an update on its social media feed for visibility.
- FAB asked if there was an update around members appearing on the Off The Shelf podcast. The Club is currently planning its schedule of guests for the remainder of the season and will factor this in. SC stated he felt this would be useful in raising the profile of the FAB and its work.
- Club updated that it is currently progressing an interim solution for the Bill Nicholson Gates to be installed in the area between the back of Percy House and the Ticket Office - this will now be progressed through planning with Haringey Council.
- Other actions will remain on the rolling log so that we can capture updates as they arise

6. Discussion points

a. Ticketing Review Update

The Club provided feedback on points the FAB had asked to be considered within the ongoing ticketing review. Club has committed to publishing a Ticketing Charter, which it will share with the FAB in advance for comment. The Club reiterated it will consult THST on ticket pricing as in previous years and discuss with the FAB.

CP reiterated the need for time to review and comment on the Ticketing Charter, as well as having discussion on ticket prices after the Club's consultation with THST. A full discussion was held on the key points the FAB had raised relating to the Ticketing Charter.

It was noted that Season Ticket pricing was not within the remit of the FAB. JT reminded the Club of the FAB's position, that they unanimously oppose a rise in ticket prices. CP recognised that although consultation on ticket pricing sits with THST, it should also be discussed with the FAB as part of the Club's overall planning. This was agreed. There will also be a further opportunity to discuss concessions.

HP suggested it was challenging for Members to purchase tickets due to the high demand and shared some feedback and ideas for the Club to explore. A discussion was had on Members on-sale windows, Ticket Exchange and Ticket Share services. The Club provided an update and there will be further details included in the upcoming Ticketing Charter.

SP shared feedback from Season Ticket Holders who would like ticketing policy to provide support for pregnant women or those with newborns who cannot attend matches for a specific period of time. The Club said this was noted for further exploration.

b. Finances & Governance

SC asked if there was any update on the Club's stance on FFP following the latest Everton and Nottingham Forest charges & Man City hearing date. The Club reiterated that its position on both has been publicly stated. Club confirmed it will be posting its financial statement by the end of March.

c. Safe Standing

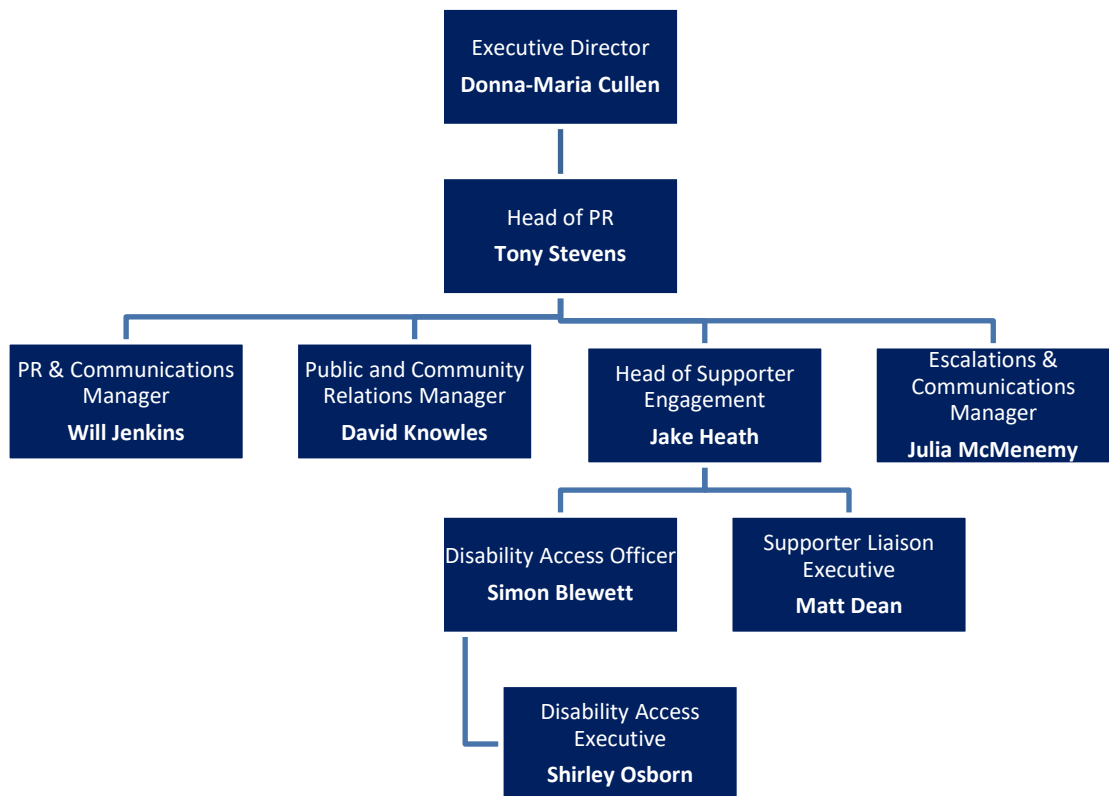
JT stated that increased safe standing is the point most regularly raised with him by Season Ticket Holders. Although the Club has no data which suggests there is excess demand for this, it agreed that providing increased choice is important. The Club shared the response to Safe Standing from the Club's atmosphere survey. JT raised the results from the THST survey and suggested, after 5 seasons at the new ground, it is a good time for the Club and fan groups to review the fan experience across Tottenham Hotspur Stadium.

ACTION – Club to devise and carry out survey of its existing Season Ticket Holders to understand preferences on Safe Standing

d. Review of Supporter Engagement Organogram

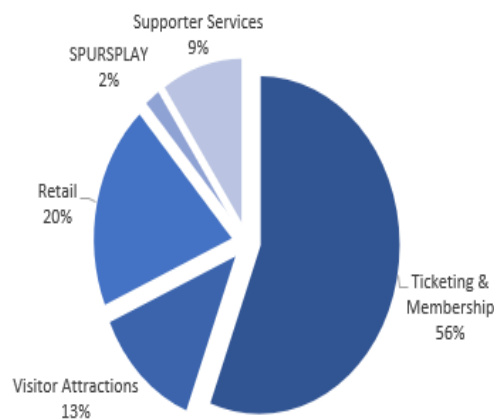
The Club formally welcomed JH as its new Head of Supporter Engagement, taking over the day-to-day liaison between the Club and FAB.

The Club presented the new departmental organogram and commented on the importance of fan communication within the new structure as the reason for the new reporting lines.



e. Supporter Services/CRM update

JM provided a summary and breakdown of supporter contacts into the Club and outlined the measures being taken to address issues, such as proactive email communications and introduction of a live chat function. FAB asked for a further breakdown on numbers of contacts within each area.



JM also presented a ‘heat map’ that showed the number of post-match incident reports received per block in the stadium over the course of this season. RM asked whether the relatively low numbers of incidents being recorded could mean that not all incidents are being reported. JH updated that a streamlined approach for gathering matchday incident reporting is in hand and the Club would update the FAB further.

RM asked if there had been a change to approach in stewarding following reports of recent ejections on matchdays, particularly within Block 249 quoting specific examples which are currently being reviewed. Club confirmed that no change in approach had been implemented

and shared the importance of striking a balance between acting on reports effectively and maintaining a positive supporter experience for all.

RM recognised the excellent work done by the Safety team and welcomed that THST had shadowed the security team for a European match last season to see that work in operation.

JT advised that on the ground it seems that there has been a disconnect between the club's directive towards areas such as 249, and the action taken by the safety team in the areas. The Club explained the Club's approach over the past three matches, including the difference between emergency response and pre-planned operations. The past two matches at Brighton and Wolves had seen no issues from a safety and fan experience perspective.

DB highlighted that there were instances of stairs being blocked by supporters standing to watch the pre match warm up, which causes issues for less mobile supporters, and asked for more proactive stewarding in those areas. The Club asked for further information in order to review.

ACTION – Club to ensure that its most experienced stewards are assigned to areas where issues are regularly reported.

TS updated on solus email performance across areas including match attenders' emails, retail emails, One Hotspur Moments and ticket on-sale reminders this season. FAB commented on the impressively high open-rates (e.g. 73.5% average for match attenders' emails).

ACTION – following HP's request, Club to provide analytics on numbers that have viewed FAB meeting minutes via the Club website.

f. Good works update

TS provided an update on good works the Club is delivering off the pitch in its local communities, including:

- A joint-programme being established with North Middlesex Hospital to tackle the issue of knife crime
- A Legends match to be held at the stadium later this year to raise funds for the Tottenham Hotspur Foundation and other charities
- Korey Eristhee nominated as the Club's Community Captain as part of the Premier League's More Than a Game campaign, having progressed through the Foundation's 'Spurred 2 Coach' programme to become a full-time coach
- The Foundation's 'Move 4 You' cancer rehabilitation programme has been nominated as 'Community Project of the Year' at the upcoming London Football Awards
- A record 21 students at the Club-sponsored London Academy of Excellence Tottenham have received Oxbridge offers for this year
- The Club will support World Down Syndrome Day this year, with First Team players wearing colourful odd socks in training
- The Club is planning a charity drive to mobilise its global fan base around a good cause, which includes TS having discussions with CH and PP

The FAB commented that it would love to see this work given further promotion in particular, anti-knife crime initiatives, in light of the recent tragic death of Harry Pitman.

7. AOB

a. Blue Badge parking

DB asked how many Blue Badge parking bays had been lost in the former Grey Zone car park following the opening of F1 DRIVE – London. The Club confirmed that 21 spaces have been removed and they are looking at options to replace them at other locations. It was noted that the Club's on-site Blue Badge parking provision currently exceeds Accessible Stadia Guide requirements and what is offered by the majority of other clubs.

b. Social Media posts

RM asked if the Club was tracking social media activity of its fans outside of a football context following a recent Daily Mail report into a Newcastle fan banned from the club for matters unrelated to football. CP shared her thoughts as Co-Chair of Proud Lilywhites regarding the article. The Club stated it cannot comment on individual cases but does act on anything that is malicious towards its players, in line with its updated Sanctions & Banning Policy.

c. Whitewebbs Park

SW asked for an update into the Club's plans for a Women's & Girls' Academy at the former site of Whitewebbs Park Golf Course. The Club confirmed it is Enfield Council's preferred bidder for the site and has undertaken an extensive public consultation process, with a view to submitting a full planning application in due course.

Meeting ends.

Addendum

Following the meeting, FAB members were shown and given an explanation of the Club's training centre, including new media production facilities, the Academy, player accommodation lodge and ecological areas.