

Tottenham Hotspur Fan Advisory Board Meeting Minutes

Date: Tuesday 9 September 2025

Time: 18:00 – 20:00

Venue: Lilywhite House

Supporter Representatives

Chuck Hoffman (CH) - Virtual	International Official Supporters' Clubs
Chris Paouros (CP)	Proud Lilywhites and Co-Chair
Hemali Patel (HP)	One Hotspur Members
Mark Spencer (MS)	SpursAbility
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

Vinai Venkatesham (VV)	CEO
Matthew Collecott (MC)	Operations & Finance Director
Jake Heath (JH)	Head of Supporter Engagement
Luke Clarke (LC)	Associate Legal Counsel

Apologies

Jonny Tindal (JT)	Season Ticket Holders of the Men's team
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Agenda

1. Chair

The meeting was jointly chaired by VV (Nominated Board Level Official) and CP (Supporter Representative Chair).

2. Quorum

Quorum was present.

3. Declaration of interests

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

4. Welcome

- CP opened the meeting by expressing gratitude on behalf of the FAB to Daniel Levy for his long-standing contribution to the Club and his commitment to engaging with the FAB
- Welcome to MS, who has been appointed by SpursAbility as its new FAB representative. This follows the previous SpursAbility representative, Dee Bright, stepping down from the FAB during the close season

5. Minutes and actions from previous meeting

- Minutes approved without amendment
- Club confirmed all actions from the last meeting have been completed

6. Club strategic objectives/off-pitch performance and plans

a. CEO Update (VV)

- VV updated that, since the last meeting, the men's side had a successful pre-season tour in Hong Kong and Seoul; and the women's team had a successful training camp in Spain. New Head Coaches, Thomas Frank and Martin Ho, are both settled in. Both playing squads have been strengthened with new signings and key players received contract extensions during the summer
- VV paid tribute to DL's extraordinary contribution to the Club, that he was hugely grateful and thankful to him for his support over the last few months. DL leaves strong foundations to drive the Club further forward – and of course a special night in Bilbao which shows what is possible and what we want more of together
- VV said the Lewis family are committed to the Club as communicated in the recent Club statement and reaffirmed the Club has categorically rejected takeover approaches and is not up for sale. As Non-Executive Chairman, Peter Charrington will not be involved in day-to-day operations and will empower the leadership team on the ground as part of moving to a new structure. Vinai confirmed Peter would like to attend the next FAB meeting, but we would need to look at the date
- From a people side, the Club is moving to a new leadership structure. This has seen the creation of an Executive Leadership team (ELT). This comprised of the CEO, Operations and Finance Director, Chief Commercial Officer, Chief People Officer, Chief Technology Officer and Legal Director. A Chief Marketing Officer and Chief Communications Officer will also join the team
- Supporter engagement will be the responsibility of multiple departments across the Club, including the ELT, and the Club will be focussed on ensuring that supporters are at the heart of the Club's decision-making
- The FAB asked about the timing of Daniel Levy's departure, its implications and any impact on strategy. VV said that the goal remains—competing for and ultimately winning the biggest trophies
- FAB welcomed the Club statement confirming the Club is not for sale and thanked Vinai for his recent interview on Club channels, which provided an update for supporters. The FAB were pleased to see more regular communication from the Board and senior representatives at the Club
- The Fan Forum is a priority and will likely take place in September or October

Action: Club to confirm organogram with the FAB at the appropriate time and once all new recruitments are in post

- **Club's support for Together Against Suicide**
- VV updated that the Club is supporting the Premier League-wide initiative: "Together Against Suicide", which was born out discussions between VV and Roman Kemp that started nearly two years ago
- The Club updated on its plans for the home matchday delivery of the initiative campaign, starting at the game against Wolves on Saturday 27 September, that will see Mind in Haringey staff based at the stadium and reachable via a text service to provide confidential support to those that need to speak to somebody
- FAB welcomed the news and expressed their full support for the campaign

b. Summer tour plans (2026)

- CH expressed interest in a North American tour. VV outlined that a tour to North America was something the Club was looking to do, but it was too early to confirm if that would happen in 2026, especially with the World Cup being held in the US. CH wished to propose some supporter engagement ideas for the next tour
- The Club was keen to hear more, and suggested CH shares his ideas with the Supporters' Clubs Manager for exploration
- CH would like to be involved in ideas for pre-season tour in 2026 for continuity, even if not re-elected to the FAB for a second term

Action: All agreed to CH being included via future OSC supporters' meetings

7. Club & FAB update on supporter initiatives

- In February 2025, the FAB proposed a series of ideas and initiatives to the Club Board to help further strengthen the connection between Club and supporters. The Club committed to exploring these ideas together, and VV and CP met in the close season to hold an initial discussion
- The Club took the FAB through a presentation, documenting each of the FAB's ideas and confirming the current and ongoing work and commitments from the Club
- A core part of the Club's plans is to continue to work with the FAB and THFC Flags to enhance the stadium atmosphere
- The Club also made commitments to honour the Club's history and heritage, continue to provide more regular communication & ways to engage with supporters, and ensure meaningful consultation with the FAB and THST on subjects that matter most to supporters
- The FAB responded that there was a lot of positive work ongoing for supporters and welcomed the Club's commitments to supporter engagement and the initiatives the FAB had raised
- The FAB valued the regular communication from the Board and senior staff in recent months but would like to see greater representation of women in these communications
- The FAB would also like to see more focus on the atmosphere at women's matches which the Club agreed to add to the FAB women's team subgroup agenda.

Action: Include atmosphere on women' team working group agenda

Action: Share viewing statistics with the FAB on recent communications/content from across the Club

Action: Club to share presentation slides with the FAB for wider circulation to constituent committees/Boards

- **Communications regarding the FAB**

- The Club confirmed it is committed to more communication regarding the role and work of the FAB. This included providing dedicated sections to the FAB and THST within the Club's Fan Engagement Plan 2025/26, including amplifying the voices of supporter representatives. There are further plans to raise the profile of the FAB and its work across the season

8. Strategic ticketing update

- **Ticket Share and senior concession Season Tickets**

- The FAB referred to the FAB/ THST joint ticketing subgroup meeting with the Club in July and to the feedback THST submitted on Ticket Share, which was supported by the FAB. The FAB said that recent changes to Ticket Share have not been well received by season ticket holders who have written in large numbers to THST, describing the negative impact this has had on the ability to share tickets with family and friends
- FAB and THST had requested the Club review attendance and usage data from the first two home matches this season compared to the same period last season. The Club are happy to discuss this with the FAB and THST but feel a broader dataset is needed to draw any comparisons, as both home matches this season were Category C Saturday 3pm kick-offs
- FAB and THST requested greater transparency around the process of new senior concession season tickets
- The FAB repeated the request that the meeting with Club representatives on these topics take place sooner than the ticketing meeting due to be scheduled for November and the Club agreed to hold a discussion as soon as possible

Action: Schedule a follow-up meeting with the ticketing subgroup and relevant Club representatives

9. Atmosphere updates

- The earlier Club presentation showcased the ongoing work and commitments to enhancing the stadium atmosphere, working closely with the FAB and THFC Flags. Two recent FAB Atmosphere Working Group meetings were held in July and August
- Working with supporters to enhance the stadium atmosphere is a strategic priority for the Club and more regular meetings are planned throughout the season
- The FAB were pleased with the progress and approved the aims and objectives agreed in the recent Atmosphere Working Group meeting

10. Heritage

a. Statues

- The Club and FAB discussed the idea of creating statues around Tottenham Hotspur Stadium to honour key figures in the Club's history. The Club is exploring this and will provide an update to the FAB at the earliest opportunity

Action: Club to update the FAB at the next meeting around statues at Tottenham Hotspur Stadium, including proposals to consult fans on who might be honoured

b. Heung-Min Son Legacy

- The FAB felt that the Club's coverage and the many tributes paid to Son on his departure were heartfelt and authentic and Son's message to supporters meant a lot to the fanbase. The FAB asked if the Club would honour Son's legacy, potentially via a mural in the local area
- The Club will explore this further

Action: Club to report back on a potential mural for Son at the next meeting

c. Women's Team Legacy Numbers

- The Club will be launching a Legacy Number initiative for the Women's team
- The next step is to hold a meeting with players from the current squad to discuss their views on the proposal, before holding a follow-up meeting with the FAB subgroup to finalise plans
- The initiative will launch during the 2025/26 season

Action: Club to update FAB women's team subgroup following discussion with the players

d. Hall of Fame

- A FAB subgroup has been formed to work with the Club on developing a revamped Hall of Fame. A meeting was held during close season to discuss plans to further honour former players of both the men's and women's teams. A follow up meeting is scheduled for September

Action: Follow up meeting of Hall of Fame subgroup to take place in September

e. Museum

- The FAB asked for an update on the request for a Club Museum noting its importance in building connection to our heritage and adding to the supporter experience. VV updated that he is continuing to understand all areas across the Club since recently joining and that the Club would need to take the time to further review
- The Club had previously advised that this is a longer-term project which comes with significant cost. The Club suggested that alternative options to showcase memorabilia may be available. The Club will provide an update to the FAB when possible

f. Bill Nicholson Gates

- The FAB welcomed the return of the Bill Nicholson Gates in the summer, a topic which is close to the hearts of supporters, and something that the FAB were discussing with the Club since the inception of the group

11. AOB

• FAB Elections

- The next election process for FAB members will commence during this season, with new FAB members in post for the 2026/27 campaign
- Initial term lengths were staggered via drawing of lots in 2023 to ensure continuity
 - Three-Year Terms (elections to take place in 2026):
 - International OSCs

- Domestic OSCs
- Proud Lilywhites
- Spurs REACH
- THST (1 of 2 seats)
- All future appointments will serve three-year terms
- A task & finish group will be formed to discuss the election process in more detail. FAB to confirm which reps will participate

Action: FAB to confirm which supporter representatives will participate in the Elections Task & Finish group

12. Additional Notes

- a. THST and Spurs REACH updated that they were due to meet with the Shadow Regulator in October and will continue to keep the Club and FAB updated
- b. The FAB asked if there were any plans to honour the 40th anniversary of the Tottenham Hotspur women's team (Broxbourne Ladies), which was noted by the Club
- c. The FAB raised feedback on the traffic surrounding the stadium post-match particularly around Tariff Road, where supporters' coaches were parked. The Club commented that the area surrounding the stadium is always highly congested post-match, but they will raise this with the safety team and provide feedback to the FAB
- d. The FAB raised issues with access supporters being able to post their seats for sale on the Ticket Exchange. SpursAbility will provide a brief to the Club re ticketing and access, and the Club will investigate and respond to Spurs Ability accordingly