

## Tottenham Hotspur Fan Advisory Board Meeting Minutes

**Date:** Tuesday 18 March 2025

**Time:** 17:30 – 20:00

**Venue:** Lilywhite House

### Attendees

#### Supporter Representatives

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

#### Club Representatives

Donna-Maria Cullen (DMC)	Executive Director and Co-Chair
Johan Lange (JL)	Technical Director
Jake Heath (JH)	Head of Supporter Engagement
Luke Clarke (LC) - Virtual	Associate Legal Counsel

#### Apologies

Chuck Hoffman (CH)	International Official Supporters' Clubs
Jonny Tindal (JT)	Season Ticket Holders of the Men's team

#### 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. Football Update

JL shared insight as to how he approaches his role as Technical Director and the strategy behind building the squad. JL provided an overview of the technical department and the roles of each team member and described how the Club's philosophy runs throughout all age groups, from the Academy to the first team. JL answered the FABs questions on talent identification, player recruitment (including timing in the transfer window), transfer and wage costs (and structural implications including amortisation), development of young players and the overall structure of football operations.

#### 5. Minutes of previous meeting

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

FAB went through the various action logs, details below.

#### 6. Ongoing Matters Update

- **CTO Attendance:** The Chief Technology Officer (CTO) is scheduled to attend the next meeting on 24 June 2025 to discuss technological advancements and their impact on club operations.
- **Women's Team Legacy Numbers:** A meeting of the Women's Team working group will be arranged during the close season to agree on the handling of legacy numbers for the women's team, including how to honour those players who preceded the legacy numbers.
- **Piloting the Singing Section:** The FAB discussed the next steps for the atmosphere working group. Discussions are ongoing with the Club and the working group will include other supporters' group representatives. The FAB said that Terms of reference and a set of standards will need to be put together as part of this initiative.
- **Museum:** The museum project is currently on hold but remains a priority for the Club and FAB. An update will be provided for the next meeting.
- **One Hotspur/Season Ticket Holders (Men's and Women's):** Focus groups will be established to ensure feedback from these groups can be relayed to FAB members effectively. The FAB will provide an updated proposal to the Club at the next meeting.

*Action: Club to provide an update on the museum at the next meeting.*

*Action: FAB to discuss proposals for focus groups and update at the next meeting.*

#### 7. Off the Shelf podcast:

- FAB to appear on the Off the Shelf podcast.
- Consideration will be given to who appears on the show and the timing of the podcast.
- The Club will check the schedule for availability with a view to an appearance before the start of next season.

*Action: Club to review scheduling of podcast and update the FAB.*

#### 8. Hall of Fame Working Group

A FAB working group has been created and will meet in March to consult on the Club's plans to introduce a Hall of Fame type event which will honour players in the Club's history.

*Action: Club to share initial proposal with Hall of Fame working group and arrange a meeting.*

## 9. Bill Nicholson Gates

- The Bill Nicholson Gates are proposed to be temporarily installed within Paxton 17, between the Ticket Office and historic buildings. The Club estimates that the restoration and installation process would take up to 18 months.
- A statue of Bill Nicholson will not be able to be installed in the temporary location as the gates need to be operational to enable vehicle access to the area.
- The FAB welcomed the news that the gates would be returning. The Club will collaborate with the FAB to explore permanent locations, including the potential for a statue of Bill alongside the gates.
  - The FAB asked the Club for information on which sites the Council would give planning permission for the statue/static gates
- The Club advised that Peter Robinson, the original photographer of Bill Nicholson's famous photo, will be holding an exhibition at the OOF Gallery in the Tottenham Experience between late May and September 2025.



*Visual of the Bill Nicholson Gates in their temporary location at Paxton 17, featuring imagery of Bill Nicholson and White Hart Lane on the surrounding hoardings.*

## 10. Season Ticket renewals

- **Season Ticket Consultation:** FAB expressed satisfaction that the Club has decided to freeze Season Ticket prices, and that the ticketing consultation process was robust, with more than 10 engagements during the season.

- **Automatic Cup Scheme:** FAB voiced dissatisfaction with the removal of the Automatic Cup Scheme and the lack of consultation around scrapping it. Club will review this decision and had not received any pushback from fans, but noted that THST had received pushback, as had other supporter associations represented on the FAB. Club will provide an update to the FAB as soon as possible.
- **Ticket Share:** FAB had differing views on the Club's new policy that tickets can now only be shared with a One Hotspur Member. While some FAB members felt that this provided a fairer policy for Members, the prevailing view from the FAB was that this change negatively impacts Season Ticket Holders and limits opportunities for introducing new fans to matchdays. The FAB highlighted that this policy could reduce fan development by preventing one-off attendance for those who are not yet members. Suggestions included allowing Season Ticket Holders one opportunity per season to share with a non-member or making unsold tickets available to non-members in the week leading up to the game if they had not been sold via the Ticket Exchange. The FAB asked the Club to review seat occupancy data (in comparison to previous seasons) to assess the impact of this change.
- **Senior Concessions:** FAB asked how new SCSTs will be offered. Club said this was now being planned and FAB and THST would be consulted via the ticketing working group e.g. how priority would be decided.
- **Season Tickets:** FAB emphasised the importance of Season Ticket Holders to matchday atmosphere and their role in the Club's financial model. Club confirmed that Season Ticket Holders are a vital part of the stadium experience and overall revenue structure.
- **Price of Memberships:** FAB recommended that membership prices should not increase.
- **Eintracht Frankfurt Pricing:** FAB believes that the pricing for the Eintracht Frankfurt home match is too high and could negatively impact attendance. Club felt the pricing was reasonable for a Quarter Final in a major European competition. Club said it would be happy to discuss this further with the match ticket subgroup.

*Action: Club to review the decision to remove the Automatic Cup Scheme.*

*Action: Club to ensure SCST process and offer to be discussed with ticketing working group.*

*Action: Ticketing working group to continue to work on the issues mentioned above as well as matchday categorisations, ticket exchange etc.*

## 11. AOB

- **Consultation process:** FAB asked the Club to maintain an ongoing review of the consultation process. The FAB shared its outline with the Club (see appendix.) Club thanked the FAB.
- **Non-Executive Appointment:** FAB enquired about the appointment of Peter Charrington as a non-executive member. Club explained that the Director of ENIC and former CEO of Citi Private Bank brings a wealth of experience and extensive networks from the corporate, financial, and banking sectors.

*Meeting ends.*

## Consultation—January 2025

### Introduction

Effective consultation is critical for the Fan Advisory Board (FAB) to fulfill its purpose. Consultation should be more than a formality—it must be genuine, meaningful, and lead to informed decisions. This paper outlines what good consultation looks like, how we should aim to work, and how we can improve engagement with the Club.

### The Gunning Principles: a legal standard for consultation

The Gunning Principles provide the legal framework for what constitutes proper consultation. These principles are already widely used in public decision-making and are expected to be included in the upcoming Football Regulator's framework.

For consultation to be lawful and meaningful, it must meet these four key tests:

1. Consultation must take place when proposals are still at a formative stage.
  - *The FAB should be engaged before key decisions are made, not just after*
2. Sufficient reasons must be given for any proposal to allow for intelligent consideration and response.
  - *The Club must provide the necessary background information and data so that the FAB can engage properly*
3. Adequate time must be given for consideration and response.
  - *Consultation should not be rushed or treated as a last-minute checkbox exercise*
4. The product of consultation must be conscientiously taken into account when finalising decisions.
  - *The Club must demonstrate how it has considered fan feedback and what impact it has had*

By embedding these principles into our work, the FAB can hold the Club to an objective standard of consultation that aligns with best practice and what will likely be required under the new Football Regulator.

### What good consultation looks like

For consultation to be effective, it must be:

1. Early and proactive – the FAB should be engaged before decisions are made, not just after. Consultation is not about being presented with “done deals.”
2. Transparent and well-informed – the FAB must have sufficient information to give ‘intelligent consideration’ to proposals. If we are expected to give input, we need access to relevant facts and context
3. Genuine and two-way – consultation should be about working together to shape outcomes, not just collecting reactions to pre-determined plans
4. Followed through with action – there must be clear tracking of what happens after consultation—what has been considered, what has been rejected (and why), and what has been implemented

### How the FAB should aim to work

1. Strategic partner, not just a sounding board – the FAB should be involved at a meaningful stage in decision-making on issues within its remit, particularly on issues like ticketing strategy (including concessions) and fan engagement

2. Clarity of purpose – we should set annual objectives that guide our work and make it clear to the Club and the fanbase what we are focusing on (e.g., senior concessions this year).
3. Dedicated consultation framework – rather than ad-hoc discussions, we should advocate for a structured consultation process that includes:
  - Early engagement before decisions are made.
  - Clear documentation of discussions, ensuring outcomes are recorded and tracked.
  - Regular updates on decisions made following consultation.
4. Smaller working groups for key topics – the effectiveness of focused groups (e.g., ticketing meetings) shows that consultation works best when specific issues are given dedicated space for discussion. Current working groups:
  - Ticketing
  - EDI
  - Atmosphere
  - Women's
  - Hall of Fame
5. Strengthening outward communication – the wider fanbase often don't know what the FAB is working on. We should develop a better communication plan to ensure transparency about our work.

### **Next Steps**

- A. **Establish a structured consultation model** that ensures the FAB is engaged at an early stage in discussions, with clear timelines for input and feedback.
- B. **Develop a shared approach to transparency**, ensuring that information relevant to fan discussions is provided in a way that allows for meaningful engagement while respecting commercial sensitivities.
- C. **Improve the visibility of consultation efforts** by working together to ensure fans understand how the FAB operates, what discussions are taking place, and how fan input contributes to decision-making.
- D. **Schedule a strategic session with the Club** to align on long-term objectives for consultation and engagement, identifying ways to continuously improve the process.

By embedding these principles into the way we work, the FAB can become a more effective representative body that ensures fan voices are an integral part of key Club decisions in a meaningful way.