



# TOTTENHAM HOTSPUR

FAN ENGAGEMENT REPORT

2023/24 SEASON



# OUR COMMITMENT TO FANS

Welcome to the Club's Fan Engagement Report for the 2023/24 season.

We are delighted to present our first Fan Engagement Report, which outlines how we engage and consult with our supporters annually and showcases a wide range of the fan engagement activity that has taken place throughout the 2023/24 season, working alongside our fantastic supporters.

The report forms part of the Premier League's **Fan Engagement Standard (FES)**, which **we welcomed upon announcement in March 2023** and represents an enhanced approach to fan communication and consultation at the Club.

As a Club, we are fully committed to greater, structured communication with fans, ensuring that your voices are heard and that your views inform Club activities.

The Club has seen significant growth in recent years and we are nothing without the passionate support of our fans. We are proud of the rich diversity that exists amongst our global fanbase. Both the FES and Fan Advisory Board represent a new, much-welcomed era for fan engagement and consultation and to ensure the widest possible representation of our fanbase.

## HOW WE ENGAGE FAN ADVISORY BOARD

The Fan Advisory Board (FAB) provides a forum for fan group representatives and elected members from different sections of our fanbase, inclusive and reflective of its diversity.

The Club is represented on the FAB by Executive Director and Nominated Board Level Official for fan engagement, Donna-Maria Cullen, and Head of Supporter Engagement, Jake Heath, with the Chairman, other Board members and senior Club staff attending selected meetings.

Co-Chaired by Chris Paouros, (Proud Lilywhites representative and Supporter Representative Co-chair) and the Nominated Board Level Official, the FAB meets on a quarterly basis with the Supporter Representative Co-Chair attending a maximum of four Club Board meetings each year.





In addition to quarterly FAB meetings, working groups have been created to focus on matters of particular importance to supporters, with Club staff involved where required. Working groups include DEI, matchday atmosphere and the experiences of women and junior supporters.

Minutes of FAB meetings will be published in the **dedicated area of the Club's website**.

The FAB covers a range of non-playing matters, including:



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The Club's strategic vision and objectives

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Off-pitch performance updates, priorities and plans

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Operational matchday issues

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Proposals relating to significant changes to Club heritage assets

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Stadium issues and plans

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The Club's community strategy

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The Club's equality, diversity and inclusion commitments

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The Club's plan for broader supporter engagement

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# FAB CO-CHAIR REPORT – 2023/24



The Club welcomed the introduction of the Premier League Fan Engagement Standard in March 2023, with supporter representatives elected to form the inaugural Fan Advisory Board ahead of the 2023/24 season.

In its first year, the Club and FAB set out to build the foundations for a strong relationship, with the FAB creating a new form of engagement for both the Club and supporters. Throughout the season, discussions have centred upon the subjects that matter most to supporters, in addition to implementing processes that we hope will pave the way of working for future seasons.

We believe the structure of the FAB is well constituted, with an independent and democratic election process and supporters representing the many sections of our fanbase, inclusive and reflective of our diversity.

Meetings are held in a manner that encourages open and honest discussion, with the FAB Co-Chairs promoting a balanced contribution from all supporter representatives, ensuring everyone has an equal voice to provide fan feedback.

There has been regular engagement between the Club and FAB, with seven formal meetings during the 2023/24 season, all supplemented by day-to-day dialogue and informal meetings to progress discussions.

A Fan Forum also saw supporters from the wider fan base invited to a Q&A with the Chairman, men's and women's first team managers and captains. The FAB remit covers strategic matters, with the Club providing insight into the processes and policies that help inform strategy.

The FAB is well integrated across the Club, with an induction taking place at the start of the season and continued engagement between supporter representatives and a variety of Club staff. Furthermore, the FAB Co-Chair, Chris Paouros, has attended three meetings of the Club's Board of Directors.



# LOOKING TO THE 2024/25 SEASON

Together, the Club and FAB identified a process for collaboration between the FAB and the Tottenham Hotspur Supporters' Trust, aligning this with the remit set out in the agreements between the Club and respective supporter organisations.

Both the Club and FAB agreed to review the consultation process, with both parties sharing their feedback on how they feel this could be improved. FAB members felt there was room for improvement in terms of early consultation, the provision of information, and the opportunity to consider and respond, as well as ensuring their input was reflected in the final outcomes. The Club said that FAB input had been considered and the Club always endeavoured to reflect this as much as possible in the final outcomes. There were, sometimes, differences between both parties which means we haven't always reached a full agreement and the Club looks forward to discussing the issues with the FAB as we progress together. The Club engaged with supporter representatives, making changes to proposals and creating new policies, as a direct result of FAB feedback.

As we move into the second year, our collective priority is to agree the consultation process, providing expectations for both parties on timescales for any consultation and the required level of information to be shared when considering any proposals. Our aim is to provide the most effective and meaningful consultation process for all parties and to ensure that the supporters voice is embedded throughout, with any items of consultation integrated within the FAB meetings calendar. Both parties agreed that the profile, remit and work of the FAB should be further communicated, utilising the information hosted on the Fan Engagement section of the Club website and other channels.

Working groups have been established for the 2024/25 season, focusing on diversity, equity and inclusion, the experience for women and junior supporters, and matchday atmosphere. Supporters' groups will also have the chance to come together to support the local community in Haringey, in partnership with the Tottenham Hotspur Foundation.

The Club and FAB recognise that the first year has been an opportunity for learning and development and both parties agree there are positives to build upon, as well as some areas of priority for the second season.

We are committed to providing the best supporter experience and have identified the following objectives for the 2024/25 season:

1. Continue to build strong relationships, with trust and transparency on both sides
2. Further strengthen the consultation process between Club, FAB and THST
3. Further develop administrative processes and timescales around meetings
4. Amplify the work of the FAB via appropriate communication channels
5. Use the findings from the Club's supporter surveys to help inform FAB discussions



Donna-Maria Cullen

**FAB Co-Chair**  
Executive Director, Tottenham Hotspur



Chris Paouros

**FAB Co-Chair**  
Co-Chair, Proud Lilywhites



The FAB is comprised of the following individuals who represent different groups and sections of our fanbase and who can be contacted at their dedicated FAB email addresses:

**Chuck Hoffman**

International Official Supporters' Clubs  
[internationalosc@thfcfab.com](mailto:internationalosc@thfcfab.com)

**Chris Paouros**

Proud Lilywhites  
[proudlilywhites@thfcfab.com](mailto:proudlilywhites@thfcfab.com)

**Dee Bright**

SpursAbility  
[spursability@thfcfab.com](mailto:spursability@thfcfab.com)

**Hemali Patel**

One Hotspur Members  
[onehotspur@thfcfab.com](mailto:onehotspur@thfcfab.com)

**Jonny Tindal**

Season Ticket Holders of the Men's team  
(including Premium Seasonal Members)  
[menseasonticket@thfcfab.com](mailto:menseasonticket@thfcfab.com)

**Paul Pavlou**

Domestic Official Supporters' Clubs  
[domesticosc@thfcfab.com](mailto:domesticosc@thfcfab.com)

**Rachel Martin**

Tottenham Hotspur Supporters' Trust  
[thst@thfcfab.com](mailto:thst@thfcfab.com)

**Sachin Patel**

Spurs REACH  
[spursreach@thfcfab.com](mailto:spursreach@thfcfab.com)

**Sian Wallis**

Season Ticket Holders of the Women's Team  
[womenseasonticket@thfcfab.com](mailto:womenseasonticket@thfcfab.com)

**Stephen Cavalier**

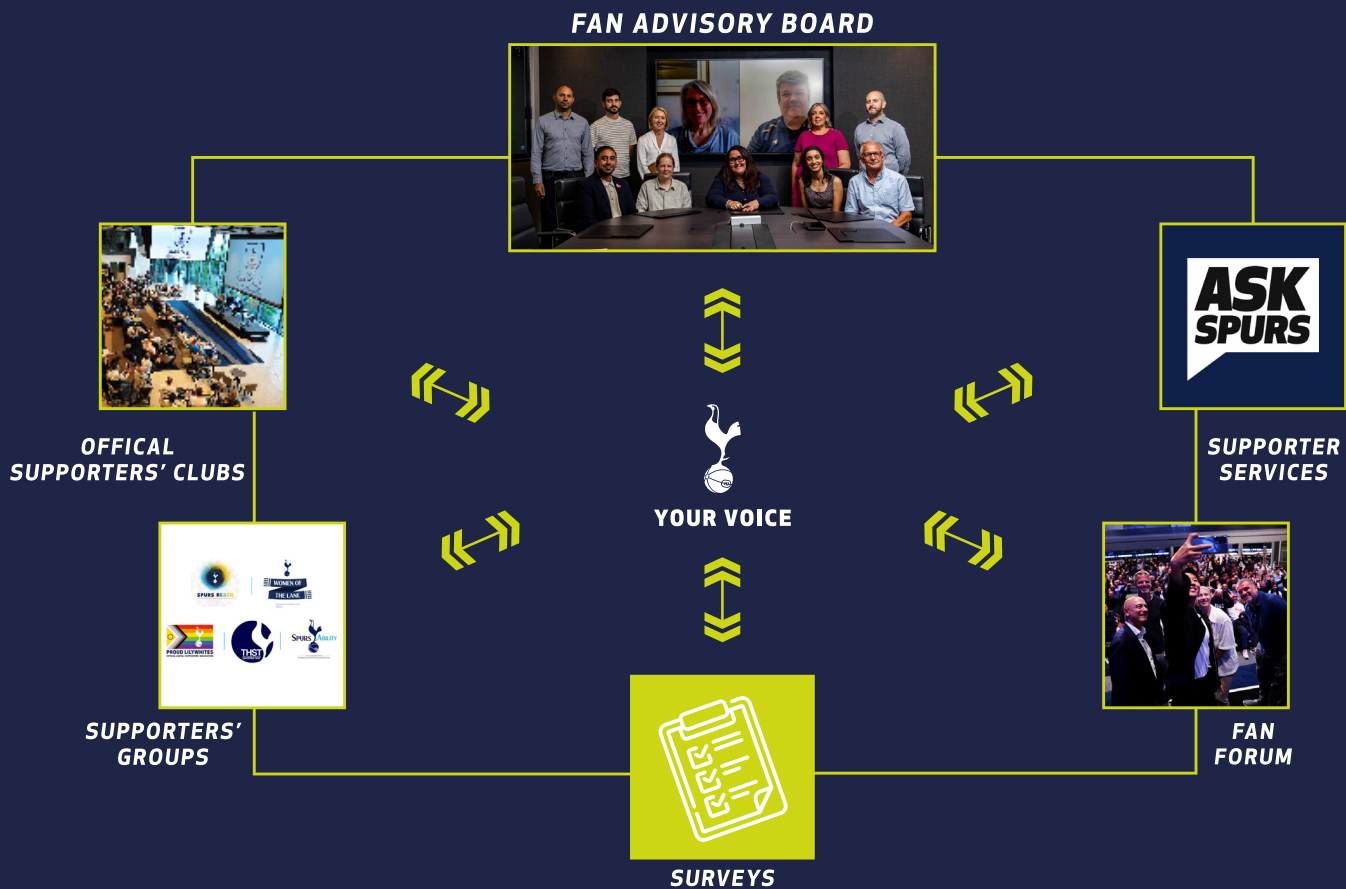
Tottenham Hotspur Supporters' Trust  
[thst@thfcfab.com](mailto:thst@thfcfab.com)

**[Fan Advisory Board - Latest news](#)**



# FAN ENGAGEMENT ACTIVITIES

## ALL THE WAYS TO SHARE YOUR VIEWS



We are proud to have millions of passionate supporters in the UK and all around the world. There are many ways for supporters to engage with the Club and to share your feedback and views with us. Supporters can contact us directly via our Supporter Services team, share your opinions and experiences via our surveys, and join an Official Supporters' Club or Supporters' Association.

The Fan Forum and Fan Advisory Board provide engagement at the highest level between the Club's Board of Directors and supporters. With a wide range of fan engagement activities taking place during the 2023/24 season, we aim to provide the best experience for all supporters from across our diverse fanbase.

### Overview of fan engagement activities for 2023/24

- Fan Forum with the Chairman, Head Coaches and Captains of the men's and womens teams
- 7 Fan Advisory Board meetings
- FAB Chair attendance at 3 meetings of the Club's Board of Directors
- Regular meetings with Official Supporters' Club representatives
- 37 supporter surveys on fan experience
- Day-to-day dialogue and informal meetings between Club staff and fan representatives
- Bespoke supporter communications to all supporters for every home and away game
- Working with supporters on a range of fan-focused campaigns, events and initiatives



# FORMS OF SUPPORTER ENGAGEMENT

## SUPPORTERS GROUPS

In addition to the FAB, the Club will continue to work closely with the Tottenham Hotspur Supporters' Trust, Proud Lilywhites, SpursAbility, Spurs REACH and Women of the Lane throughout the season. This includes annual meetings with the Club lead and ongoing dialogue with Jake Heath and his team on a wide range of matters covered by individual groups' remits.



Tottenham Hotspur  
Supporters' Trust

Each supporter group has a Memorandum of Understanding (MOU) with the Club, demonstrating their importance to the Club's approach to fan engagement. The MOUs establish how the Club and the groups will work together and which areas they will focus on, on behalf of supporters.

The Club also works closely with the Tottenham Hotspur Women's Supporters' Club on all aspects of fan engagement and experience for supporters of the Women's team.

### Supporters' Associations



Proud Lilywhites  
LGBTQI+ supporters



Spurs Ability  
Supporters with disabilities



Spurs REACH  
Race, Ethnicity, Culture,  
and Heritage



Women of the Lane  
Women and non-binary fans  
of the men's team

## FAN FORUM

A Fan Forum event will be held on an annual basis with fans invited to a Q&A session with the Club's Chairman and football representatives (subject to first team schedule availability).





# OFFICIAL SUPPORTERS' CLUBS

The Club is proud to work closely with its representative supporter groups and over 540 Official Supporters' Clubs around the world, partnering with them to support good causes and to hold events for supporters in N17 and beyond.

We would encourage supporters to join groups of fellow Spurs fans wherever they support the Club from or start their own groups.

Supporters wishing to form a new Official Supporters' Club or join an existing one can do so below:

**FORM A CLUB**

**JOIN A CLUB**



If you have a question about supporter groups or an Official Supporters' Club, please contact the following:

**Jake Heath**

Head of Supporter Engagement  
[jake.heath@tottenhamhotspur.com](mailto:jake.heath@tottenhamhotspur.com)

**Stacy Haley**

Supporters' Clubs Manager  
[Stacy.haley@tottenhamhotspur.com](mailto:Stacy.haley@tottenhamhotspur.com)



## COLLABORATION

The Club works with a number of fan focused organisations on a range of matters that are of importance to our supporters.

- **Kick It Out** deliver education sessions for fans who have used discriminatory language at matches or on social media and provide advice and support on issues relating to discrimination.
- **Football Supporters' Association** representatives participate in appeal hearings for supporters who have been sanctioned in accordance with our Sanctions & Banning Policy, ensuring an independent voice on every panel.
- **Level Playing Field** provide advice and support to our Access team on issues relating to disabled supporters.
- **Football Supporters' Europe** has provided valuable advice when planning for away matches in European competition.



## HERITAGE ASSETS

The Club considers the Club crest and home shirt colours as Heritage Assets, in line with Rule M of the Football Association rules and regulations.

These Heritage Assets are a vital part of the Club's history and traditions and as such no change to either would be considered without prior consultation with the Fan Advisory Board and the wider fanbase.

## TRANSPARENCY

The Club Board will regularly participate in FAB meetings, along with a Fan Forum and fan updates across Club channels. Each year, a Fan Engagement Report will be published in the Fan Engagement section of the Club's website and feature in our Annual Report and Accounts.





# FAN ENGAGEMENT CASE STUDIES

## ENGAGING WITH THE WIDER FANBASE



[Watch the Fan Forum 2023/24](#)

### **Daniel, Ange, Robert, Sonny and Bethany answer supporters' questions at Fan Forum**

Our Fan Forum proved a big hit with supporters as Chairman, Daniel Levy, our Men's and Women's Head Coaches, Ange Postecoglou and Robert Vilahamn, and Men's and Women's First Team captains, Heung-Min Son and Bethany England took to the stage at Tottenham Hotspur Stadium.

Hosted by broadcaster, author and Spurs fan Nihal Arthanayake, the panel answered questions over 90 fascinating minutes split into two parts, the first led by Nihal with supporting questions from fans, the second a Q&A open to the floor.

The Fan Forum is created to provide supporters from the wider fan base with an opportunity to engage with the Club at the highest level.

Invites to this special event went out to Season Ticket Holders, One Hotspur Members, Premium Members and Official Supporters' Club Members, with over 4,000 applications received. Thank you for this incredible show of support.

The Fan Forum was attended by 250 supporters and has been viewed over 4 million times across the Club's communication channels.

It is our intention to host a Fan Forum on an annual basis, continuing to create multiple channels of engagement for our diverse supporter base.

# FAN ENGAGEMENT CASE STUDIES

## CHAMPIONING DEI WITH OUR FANS



### 10-years of Proud Lilywhites

This season saw the Club celebrate 10 years of the Proud Lilywhites – our LGBTQI+ supporters' association.

Proud Lilywhites' membership stands at nearly 1,000 fans across the world, following a decade of campaigning and activity alongside the Club, including:

- The Proud Lilywhites flag on display in stadium on all home matchdays – sending a clear and important message that Tottenham Hotspur is for everyone
- Events including Pride marches, photo opportunities and Q&As with players and Ambassadors, matchday activities and lighting up the stadium in rainbow colours
- Training for matchday stewards, Club staff, players and local community groups on how to identify and combat homophobia
- The launch of a retail range with the Spurs Shop, including t-shirts, flags and accessories
- Recognition in the form of two Football v Homophobia awards in both 2020 and 2023

A special celebration event was held at the stadium, with over 100 Proud Lilywhites members and allies in attendance. Players from both the Men's and Women's first teams met with guests at the start of the event, before an exclusive screening of a new 10-year anniversary film, telling the story of the past decade through the eyes of Proud Lilywhites members.

A panel discussion was then held, hosted by broadcaster and Spurs fan, Leon Mann, featuring Ledley King, Proud Lilywhites' patron and Olympic hockey gold medallist, Helen Richardson-Walsh, Kick It Out's Troy Townsend and Women In Football Director, Jo Tongue.

"Proud Lilywhites is rightly seen as the shining light of LGBTQI+ supporters' associations across football. The Club will remain steadfast in its support of Proud Lilywhites and its objectives."

#### **Donna-Maria Cullen, Executive Director**

"Being part of something is important and football provides that - that's what Proud Lilywhites has done for me and for hundreds, maybe even thousands, of others across the world. This isn't about tolerance and acceptance - it's active celebration, purposeful promotion and real inclusion and belonging."

#### **Chris Paouros, Proud Lilywhites Co-Chair**

For more on the Proud Lilywhites, [CLICK HERE](#)



# FAN ENGAGEMENT CASE STUDIES

## CREATING NEW SUPPORTERS' GROUPS



“We want to create a meaningful platform for women’s voices at Spurs and across football. The number of women supporting the men’s game is rapidly growing. Women of the Lane will be a strong collective in making sure football is an inclusive space that represents women fans. We want to connect more women and girls to the joy of football, ensure all fans have equal access to the game and work with all fans and the wider footballing community to ensure sexism and misogyny have no place in football. We’re proud of our growing women fan base at Spurs and the commitment from the Club to driving positive change in the game.”

### Introducing Women of the Lane

On International Women’s Day, the Club was proud to launch our first ever official supporters’ association for women.

Women of the Lane aims to bring women fans of the men’s team together around a shared love of the Club and to enhance the matchday experience. The group will provide a touchpoint for women and non-binary Spurs fans to meet up on matchdays, watch games together and connect online.

The group plans to build connections with other women fan groups around the country, supporting clubs in playing a leadership role to encourage more conversations about sexual violence and better reporting of sexism and misogyny.

### Women of the Lane, Committee

“We are extremely proud to see an ever-growing number of women and girls in attendance at our men’s matches. Women of the Lane has our full backing in spreading the positive message that football is for everyone, providing a fantastic way for our women fans to come together through a shared love for the Club.”

### Donna-Maria Cullen, Executive Director

You can now follow Women of the Lane on Instagram and X (@womenofthelane) and sign up to the mailing list [HERE](#).

# FAN ENGAGEMENT CASE STUDIES

## FANS FOR DIVERSITY AWARD



### Work of Spurs REACH recognised nationally with FSA Award

In December 2023, Spurs REACH celebrated winning the Fans for Diversity Award at the Football Supporters' Association (FSA) Awards.

It is recognition on the national stage for the hard work and impact of the supporters' group, winning the award within 18 months of their formation.

Spurs REACH - which stands for Race, Ethnicity and Cultural Heritage - promotes and encourages the sharing of information and good practice around the inclusion of diverse and under-represented ethnic communities within football, working closely with the Club and other supporters' groups.

For co-chairman Sash Patel, a lifelong Spurs fan and Season Ticket Holder, the award wasn't just a 'wow' moment, but also an important step so early in Spurs REACH's journey.

"It's a national award and that's massive for us. We've only been going for 18 months, so it's fantastic recognition for the work that's been done by Spurs REACH, the work we do with the club and with the fanbase.

"It was a privilege to be there and to be able to explain what Spurs REACH and the club are doing together and how fans are at the heart of it.

"For us, it's the start of a long journey, a necessary journey, and it's now about what we do next. We're celebrating each other's differences, celebrating each other's uniqueness and what's important to each other. We're trying to help people understand more about each other and doing it in this environment we all love."

**Sachin Patel, Spurs REACH**

You can follow Spurs REACH on Instagram and X (@SpursREACH)



# FAN ENGAGEMENT ACTIVITIES

## WORKING WITH SUPPORTERS

### ALL YEAR ROUND



#### CELEBRATING RACE, CULTURE AND HERITAGE

We collaborated with fans to create a video during Black History Month, narrated by supporter David Osei from Spurs REACH. The video celebrates race, culture and heritage and the significant contribution our past and present black players have made to Tottenham Hotspur.



#### DISABILITY AWARENESS

We proudly supported Down Syndrome Awareness Week, with our Men's and Women's First Team players training in colourful mismatched socks. Fans from our disabled supporters' association, Spurs Ability, joined us at Hotspur Way, working together to promote equity and inclusion.



#### OFFICIAL SUPPORTERS' CLUBS AWARDS

Clive Allen and Sandro joined the worldwide Spurs family at Tottenham Hotspur Stadium for our Official Supporters' Club awards. We are proud to have over 540 Official Supporters' Clubs worldwide, and the evening saw a record attendance for an end of season awards event, with over 40 different clubs from 21 countries represented.

# FAN ENGAGEMENT ACTIVITIES

## WORKING WITH SUPPORTERS

### ALL YEAR ROUND



#### SHOWCASING OUR HERITAGE

We were delighted to launch our Heritage Trail, detailing the story of the history, architecture and people that make up the past, present and future of the Club and its local area. A series of heritage plaques have been placed on a number of buildings with historic significance nearby Tottenham Hotspur Stadium to highlight the unique, stories of the Club and area's past.



#### FOCUS ON FAN EDUCATION

We aim to ensure our stadium is a safe, welcome and inclusive environment for all supporters. Our Sanctions and Banning Policy is published online so that all fans know how they can be an ambassador for our great Club. We continue to focus on fan education in cases of discrimination, delivering 17 sessions this season with Kick It Out.



#### FIRST 'FAIR CHANGE' VENUE

We proudly gave our backing to a campaign to make baby changing accessible to all parents and caregivers in public venues, becoming the first ever 'Fair Change' accredited venue, as part of the Club's continued drive to deliver fully inclusive facilities and experiences. The campaign was launched by feminist non-profit Love & Power and supported by the Tottenham Hotspur Supporters' Trust.



# ASK SPURS

Supporters requiring information from the Club can visit our dedicated fan information platform **Ask Spurs** and the **Official Spurs + Stadium App**. Alternatively, questions can be submitted [here](#).

## COMPLAINTS PROCESS

We aim to provide excellent service across all areas of the Club and take all complaints seriously, endeavouring to respond and resolve matters as quickly as possible in every case.

Full details of our complaints process can be found [here](#).



## FOLLOW SPURS



Download the  
Official Spurs + Stadium App