



# TOTTENHAM HOTSPUR

FAN ENGAGEMENT PLAN

2024/25 SEASON

# OUR COMMITMENT TO FANS

## Welcome to the Club's Fan Engagement Plan for the 2024/25 season.

We are delighted to present our Fan Engagement Plan, which outlines how we engage and consult with our supporters annually.

The plan forms part of the Premier League's **Fan Engagement Standard (FES)**, and represents an enhanced approach to fan communication and consultation at the Club.

Throughout the season, we will continue to update the plan to showcase our wide range of fan engagement activities. Supporters can also visit the **fan engagement section of the Club website** for further information.

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

We continue to work with the Premier League as the FES further evolves, following its launch in 2023, as well as working with the Fan Advisory Board to develop a strong and sustainable model for fan engagement and consultation, ensuring the widest possible representation of our fanbase.

The Club has seen significant growth in recent years and we are proud of the rich diversity that exists amongst our global fanbase. Your loyal and passionate support is truly appreciated.

## 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:**

- **The Club's strategic vision and objectives**
- **Off-pitch performance updates, priorities and plans**
- **Operational matchday issues**
- **Proposals relating to significant changes to Club heritage assets**
- **Stadium issues and plans**
- **The Club's community strategy**
- **The Club's equality, diversity and inclusion commitments**
- **The Club's plan for broader supporter engagement**



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)

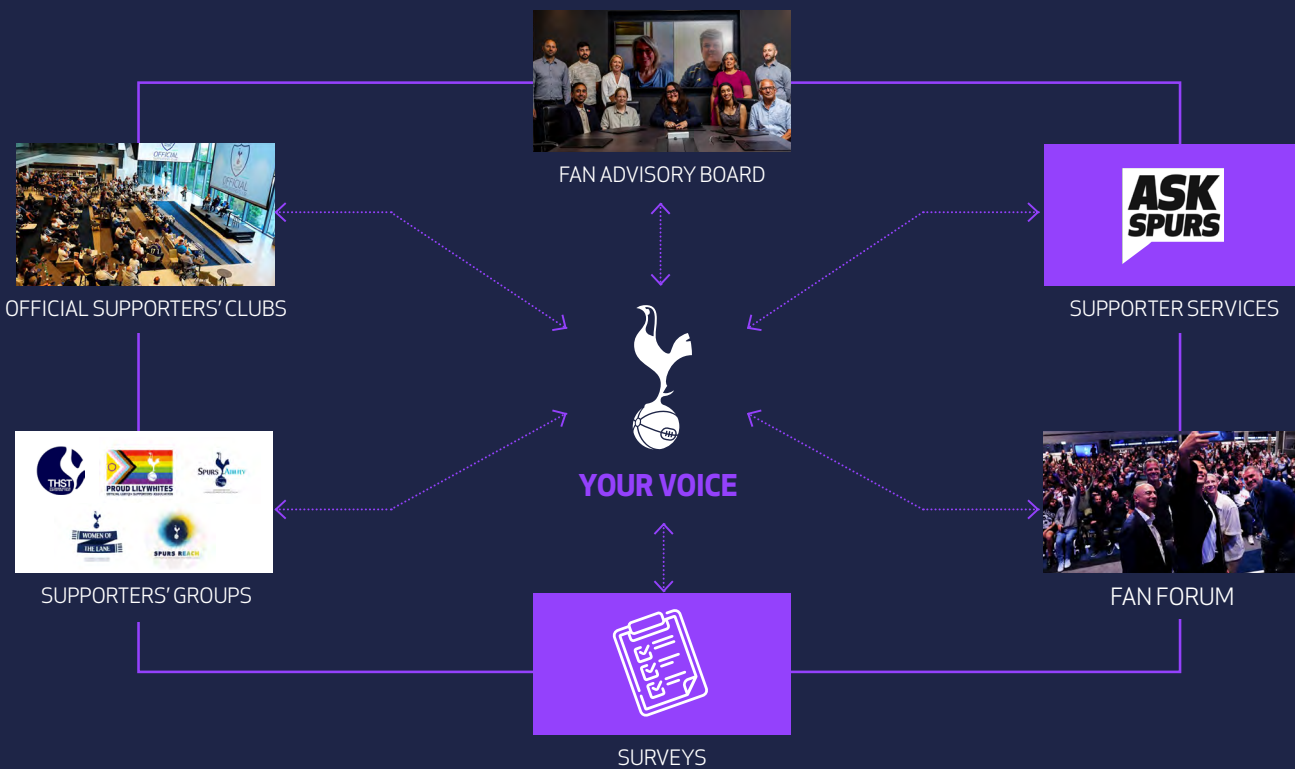
**Stephen Cavalier**

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 2024/25 season, we aim to provide the best experience for all supporters from across our diverse fanbase.

### Overview of fan engagement activities for 2024/25

- > Fan Forum with the Chairman, Head Coaches and Captains of the men's and womens teams
- > 4 Fan Advisory Board meetings
- > FAB Chair attendance at 4 meetings of the Club's Board of Directors
- > Meetings with Official Supporters' Club representatives, Supporters' Associations, Tottenham Hotspur Supporters' Trust
- > Meetings with FAB working groups
- > Regular supporter surveys on fan experience
- > Day-to-day dialogue and informal meetings between Club staff and fan representatives
- > Bespoke supporter communications to all supporter for every home and away game
- > Working with supporters on a range of fan-focused campaigns, events and initiative
- > One Hotspur Moments for junior supporters and a dedicated focus group for young fans

# 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.

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' Groups



**Tottenham Hotspur Supporters' Trust**



**Proud Lilywhites**  
LGBTQ+ 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

# OFFICIAL SUPPORTERS' CLUBS

The Club is proud to work closely with its representative supporter groups and over 550 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** provides 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.





## 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\*\*](#)