

Tottenham Hotspur Fan Advisory Board Meeting Minutes

Date: Tuesday 17 September 2024

Time: 18:00 – 20:00

Venue: Lilywhite House

Attendees

Supporter Representatives

Chuck Hoffman (CH) - Virtual	International Official Supporters' Clubs
Chris Paouros (CP)	Proud Lilywhites and Co-Chair
Dee Bright (DB)	SpursAbility
Hemali Patel (HP)	One Hotspur Members
Jonny Tindal (JT)	Season Ticket Holders of the Men's team
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)

Club Representatives

Daniel Levy	Chairman
Donna-Maria Cullen (DMC)	Executive Director and Co-Chair
Ryan Norys	Chief Revenue Officer
Jake Heath (JH)	Head of Supporter Engagement
Luke Clarke (LC) – (Virtual)	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.

CP went through the various action logs.

5. Club strategic objectives / Off-pitch performance and plans

a. Club update

Investment: While there are no specific proposals at this time, the Club remains open-minded and will consider any suitable opportunities that may arise.

Hotel Development: Preliminary works have commenced on the hotel project. The next steps involve developing business models. The Club is open to either operating the hotel themselves or having an external party manage the operations.

F1 Drive: The F1 Drive initiative has proven to be very popular domestically and with tourists. The Club is optimistic that this attraction will also see growth in corporate events and days.

b. Commercial partnership strategy

The FAB asked for further information on the Club's partnership strategy, raising concerns with some of the recent partnerships. The FAB wanted to know if there was a pattern emerging in the type of partnerships the Club is seeking.

The Club expressed the importance of Tottenham Hotspur's values and due diligence processes when entering into new partnerships, providing examples of the Club's practices. The Club sought to reassure that there isn't a pattern in the partnership strategy, discussing examples of other recent partnerships.

Crypto currency/Blockchain: There has been a significant number of deals in this brand sector within sports and football. Kraken is recognised as a trusted company and holds the fifth most valuable deal in this area. The FAB were reassured to hear that Kraken's founder was no longer involved and that company culture had improved.

Betting:

The FAB raised concerns regarding betting sponsorships and asked what protections were in place, particularly for children and young adults. The Club acknowledged those concerns and explained the measures being taken.

The legitimacy and influence of the MGM Brand in the entertainment sector was a big factor as to why the Club chose to go with BetMGM. A portion of BetMGM's stadium LED advertising time will be apportioned for use by Gamble Aware.

LED Inventory: LED space in the stadium is identified as the most valuable inventory. Therefore, recouping these from the other betting deals was crucial.

Data and Analytics: The Club has placed a significant focus on data and analytics to identify and capitalise on opportunities.

AliPay: The reach of AliPay is substantial, which allows the Club to grow its fanbase significantly.

RN exits the meeting.

SNR Deals: If a Stadium Naming Rights (SNR) deal comes along with the right brand and the right financial terms, the Club is open to pursuing it. However, the Club will not engage in deals merely for the sake of doing so. The Club has recognised the value of having “Tottenham Hotspur” on the stadium with the global reach of the third-party events.

c. Third Party events

Application for Non-Football Major Events: The Club has had an application approved by the Council to increase the number of non-football major events to 30, with a limitation on boxing events.

The FAB raised the point that they would like to see fans benefit from increased revenue streams and asked if the uplift in major non-football events would impact the team and supporters. The Club answered and a discussion was had regarding the proportion of revenue generated from non-football events in comparison to other income.

Employment Opportunities: The increase in events is expected to create more employment opportunities in areas such as stewarding and catering.

Event Announcements: Catfish & The Bottlemen concert has been announced as a sell-out. Additionally, Imagine Dragons have sold out for two nights.

Priority Tickets: Members and local residents are given a priority window for ticket purchases. Community tickets are also provided free to local residents through a ballot system.

Road Closures: The Club will be looking to see if shorter road closures for events with lower attendance can be agreed with the Council.

Impact of Third-Party Events on Ticket Pricing: The FAB inquired about the potential impact of third-party events on ticket pricing. The Club explained that, while increased revenue can limit the amount of price increases, it is necessary to keep up with additional operational costs – however it was all considered in the overall financial picture. The FAB emphasised that supporters add significant value to the Club and, therefore, would expect to benefit from increased revenue.

The FAB raised their concerns about the demand on the access team and other fan-facing departments, following the announcement of 30 major non-football events. The Club reassured that they were aware and reviewing this. In addition, the Club is exploring the latest technology and systems to provide service efficiencies for staff and supporters.

d. Brand refresh

The Club and FAB held a meeting in July to showcase the Club brand refresh. The FAB responded that it was a positive meeting and welcomed the proactive nature of

the work. The FAB would be happy to act as a focus group to gauge the response from the supporter base once the brand refresh is rolled out.

Presentation and Rollout: The new initiatives will be presented to staff on Monday, 23 September, and will subsequently be rolled out externally.

Secondary IP: The consideration of secondary intellectual property is currently underway.

Action: FAB to be used as a focus group for the brand refresh launch

e. Ticketing policies

Senior Concessions: The FAB discussed both their own and wider adverse reaction to the proposal to remove new senior concession Season Tickets from next season. The FAB asked the Club to set up a separate negotiation on senior concession Season Tickets.

The Club's position is that it is not sustainable to continue with the projected increase in new senior concession Season Tickets – it will impact ticketing revenues and therefore potentially distort the pricing model going forward, along with limiting choices for all other groups. The Club invited proposals on an alternative and it was agreed that a small core group would focus on this.

Action: The Club and FAB to discuss senior Season Ticket concessions. FAB to nominate representatives for these discussions.

Junior and young adult concessions: The Club confirmed there would be no changes to junior and young adult concessions, that they would remain in place and that they would not be capped.

Ticketing Meeting: The ticketing meeting was positive with no further discussion required.

Dynamic ticket pricing: The FAB asked whether there were any plans to introduce dynamic ticket pricing. The Club confirmed that they would not be introducing this.

f. Speculation on Premier League match outside of the UK

It was noted that any discussions around Premier League matches outside of the UK are merely speculative and the Club is not aware of any discussions or proposals. The FAB would be consulted, and a proper consultation process would be undertaken.

6. Matchday incident reporting

Matchday Incident Reporting: An announcement regarding matchday incident reporting was published ahead of the first home game to reassure fans of the support mechanisms the Club provides and to reaffirm the zero-tolerance position to potential offenders.

The Club shared the type of incidents that have been investigated.

Tottenham Hotspur Women Concerns: There have been very few matchday incident reports regarding Tottenham Hotspur Women matches. There are some concerns around consistency of stewarding and fans crowding by the side of the pitch before the game is over, with both being noted.

7. Discussion on FAB survey results

The FAB Co-Chairs communicated an Executive Summary in the Fan Engagement Report, providing a review of the first full season of the FAB. The Club and FAB established some collective aims for the 2024/25 season, which were outlined in the report. A discussion followed which included:

Premier League Engagement: The Club is keen for the Premier League (PL) to support and drive consistency among all Fan Advisory Boards.

Pre-Meeting Paperwork: There is a need to improve the timelines for paperwork provided before meetings.

Early FAB Input: FAB input should be sought earlier to ensure that consultation with the FAB can be effective and that the FAB can engage with the Club in a meaningful way.

Collaborative Efforts: The Trust and FAB are looking to work collaboratively.

Communication: FAB want to increase familiarity with Club staff of the FAB role and where they can input. Including a FAB section in the staff induction should be considered. Additionally, FAB communication to supporters needs to be addressed.

8. AOB

Bill Nicholson Gates: There is a concern that the gates may be damaged if they are put in place given the current construction works. The options are to either wait, which would result in an 18-month delay, or find another location.

Atmosphere: Plans are being made to create an area dedicated to atmosphere. Discussions are being held with various departments across the Club to explore options. The Club confirmed they were happy to support a pilot to be conducted at a cup match. A discussion was had around the possibility of relocating Season Ticket Holders and it was decided that a pilot would need to be done in the least disruptive way possible.

The FAB agreed to use the various channels they have to help THFC Flags grow their volunteer base.

Action: Club to review ways to pilot a singing section for a cup match in the least disruptive way possible for Season Ticket Holders.

Meeting ends.