

Fan Advisory Board meeting 4 – 2025/26 season

Date: Tuesday 16 June 2026

Time: 6pm – 8:30pm

Location: First Team Restaurant, Training Centre

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)
Sachin Patel (SP)	Spurs REACH
Sian Wallis (SW)	Season Ticket Holders of the Women's team
Steve Cavalier (SC)	Tottenham Hotspur Supporters' Trust (THST)

Apologies: Jonny Tindal, Season Ticket Holders of the Men's team

Club Representatives

Peter Charrington (PC)	Non-Executive Chairman
Vinai Venkatesham (VV)	Chief Executive Officer
Kate Miller (KM) - Virtual	Chief Communications Officer
Dan Lewingdon (DL)	Performance Director
Rafi Moersen (RMo)	Director of Football Operations
Ellen Young (EY)	Business Operations Lead
Jake Heath (JH)	Head of Supporter Engagement
Luke Clarke (LC)	Associate Legal Counsel

1. Previous Minutes and Actions

The minutes of the previous meeting were approved without amendment.

JH provided an update on the Women's Legacy Numbers project, noting that further historical information had been identified and that an updated proposal had been shared with CP & SW for review.

It was noted that the DEI subgroup would convene to consider measures aimed at addressing online abuse directed towards players and supporters.

JH noted recent atmosphere initiatives and supporter engagement activity.

DL and RMo recently joined the Club and were welcomed by the group to their first FAB meeting.

2. Supporter sentiment and reflections from the Club on 2025/26 season

Supporter representatives raised concerns about football performance up to and including the 2025/26 season and thanked PC for his letter to fans and his response to THST and for his

candour in acknowledging that previously football success had not been driving the Club's decisions. Representatives stressed the need for the Club also to acknowledge and take responsibility for the impact of football decisions made during the 2025/26 season.

Concerns covered leadership, accountability, football decision-making, recruitment, January transfer activity, long-term strategy and football expertise within senior leadership. These issues had also been raised with the Club at previous meetings. Supporter representatives sought assurances that lessons had been learned and that the right expertise and decision-making was in place for the "complete reset" to which VV had referred.

Representatives referenced THST and Proud Lilywhites consultation, noting exceptionally low supporter confidence and asking how the proposed reset would be evidenced in practice.

Assurance was also sought that investment in the Women's Team would continue.

PC thanked supporters and their representatives for their loyalty and acknowledged that the 2025/26 season had been unacceptable, accepting responsibility on behalf of the ownership.

PC confirmed governance, decision-making and operational structures had been reviewed and that all decisions would be judged by the metric 'does this make us a better football team?'. VV noted additional resource had been added across football and corporate functions. PC reiterated ownership's commitment to the Club and support for VV and the Executive Team.

On media reports regarding Eight Sports and ENIC shareholdings, PC said the ENIC had issued a statement to media for clarity and noted the matter related to ENIC shares, not Club shares. PC noted the shares being discussed did not come with any board seats or influence around Club operations. Supporter representatives asked whether a prospective purchaser of the shares would be subject to owners' and directors' requirements. It was agreed this would be answered further, if and when necessary, with further details needed to confirm.

Representatives welcomed the acknowledgement of supporter concerns but stressed that confidence would only be rebuilt through actions, visible progress and improved football performance.

VV agreed the season was unacceptable and cannot happen again and stated the ambition is to compete for major trophies and play the style of football our supporters want to see.

VV recognised fan concerns from the 2025/26 season and responded to the concerns that were raised regarding decisions taken during the season (as set out later in these minutes).

VV explained the Club is where it is today due to issues built up over many years, and whilst he emphasised there was no quick fix, outlined that progress was being made across multiple areas since September when the decision for major reform was taken. He explained this was not meant as a criticism of what has gone before, but simply an assessment of where we are and the scale of the change needed.

VV provided updates across several areas:

Football and Performance Priorities

- Football and performance are now positioned at the centre of decision-making which has led to numerous changes
- An example being work is underway to reshape the first-team environment in the training centre, including a new player briefing/tactical room, a complete transformation to the gym, changes to the player restaurant and making the building

feel like a true performance environment. The close season is the first window where changes of this scale can be commenced

- The Academy has seen significant transformation over the past couple of years, but since the Autumn significant further investment has been made available to strengthen the talent pipeline as a key priority across all age groups, while acknowledging that outcomes would take time to become visible
- In July a global search for a new Performance Director was started with Dan appointed in October. He joined in February following his notice period and has reviewed medical and performance operations. This has led to a significant number of personnel changes since the season concluded, the first opportunity to practically be able to make changes of this scale
- The Men's squad requires change over several transfer windows, with emphasis on quality, leadership, youth, experience and alignment with how the Club wants to play football
- Player trading must improve, including adjustment to our wage structures, concluding deals more efficiently and driving greater sales revenues given financial regulations. The sale of Brennan Johnson was highlighted as an example of this. Rafi Moersen was appointed last year to improve our focus and capabilities on this area, and he joined on June 16 after his notice period.

Women's Team

- The Club recognised that the Women's team has not previously been prioritised sufficiently
- Investment has been made in Martin, the coaching staff and the January transfer window, with further investment planned (and already visible) in this summer window
- The Club is planning improvements to Women's team facilities and will continue to keep the FAB updated on any developments
- The Club noted the Women's team's best-ever league season but stated that ambitions remain higher
- A Women's Growth Director will join in the Autumn to spearhead the continued growth of our women's football audience and off-pitch engagement
 - Club to include the FAB in a co-project around growing the women's game supporter-base, building on the principle of One Club, two teams
- RMo noted that further announcements on the Women's team leadership structure would follow shortly and reiterated the commitment to continued investment in the team.
- In response to a question from supporter representatives VV confirmed the rebuild on the men's side would not take focus away from the Women's team. He explained before the Men's season finished the budgets for the Women's transfer window were already signed off and he addressed the Women's players directly as a group to assure them that the outcome of the Men's season would not impact the ambition we have for Spurs Women.

Leadership, Governance and Culture

- As well as strengthening through senior appointments in football performance and operations, off pitch senior hires have been made in communications, marketing, and restructuring commercial operations
- VV highlighted a revised governance structure, including a clearer separation between Chair and CEO roles and a Board with more non-executive than executive representation. This is intended to provide the right level of checks and balances whilst allowing us to move quickly.

- An Executive team is now responsible for day-to-day running of the Club
- The desired cultural shift is towards empowerment of talented staff across the Club, prioritising football performance and rebuilding connection with supporters, with recognition that cultural change takes time

Supporters

VV discussed the importance of rebuilding a connection with supporters and the challenges created by misinformation which can impact trust and belief. He explained a few examples:

- Roberto joined because he believes in what we can do together as a team. He had no retention bonus, he has never asked for control over any decision making, and he was completely committed to the Club if we were relegated. Johan played a critical role in his appointment. Roberto was always the number one choice, and we are delighted with the impact he has made so far
- Peter grew up in England. Like all boys in England, he played football growing up so stories that he doesn't know the number of players in a football team are insulting.
- Many of the stories of links with players or regarding whom the Club is trying to buy or sell are untrue, e.g. the Club is not trying to sign Mason Greenwood
- Stories in January about who the best paid player had become, are a complete fabrication
- On Sporting Directors – VV said the Club has confidence in our people, but if we find someone who can complement our existing team and make it better, we will do that at the right time (and in a summer window is not that time). No one has been in a process and turned us down. Many names in the media linked with us we have never even spoken to
- Players are not bought or sold because “the Club” wants to or “Roberto” wants to. Johan and his team work hand in glove with Roberto to develop and deliver a joint plan
- Finally, VV explained the Club are in constant dialogue with PGMO around refereeing standards and decisions. This is carried out privately and professionally rather than in the public domain

Decisions taken last season

- In response to questions from supporter representatives VV explained decisions taken last season on Thomas Frank, Igor Tudor and the January transfer window, outlining the factors considered in the approaches taken
- VV accepts that rebuilding trust requires honesty, clarity and visible progress over time, to which the Club is fully committed
- Supporters should expect the rebuild to take more than one appointment, decision or transfer window, whilst recognising the importance of this Summer's window in particular.
- Significant work around the rebuild of the Club has already begun, even if not all changes are immediately visible
- Supporter input and constructive challenge were welcomed as part of the journey forward

Rebuild and Future Direction

- VV confirmed the current period as a rebuild rather than a short-term action
- The rebuild is based on four connected priorities: **Success, Squad, Systems and Standards.**
- **Success** means building a team capable of competing consistently for major honours with a clear football identity

- **Squad** means developing the right balance of quality, depth, resilience, leadership and potential.
- **Systems** means strengthening recruitment, performance, medical support, player development and football operations.
- **Standards** means creating a high-performance environment with accountability, leadership, collaboration, the right culture and clear expectations.

Performance

Four months into his tenure, DL provided an overview of the Club's review of football performance and injury management.

DL advised that the review covered squad design, training methods, recovery processes and player availability. He noted that injury levels had been affected by coaching changes, squad composition and player workloads, while re-injury rates remained comparatively low.

DL confirmed that improvements were being implemented across performance, recovery and player management, including individual performance plans and Training Centre enhancements. He discussed the Club's targets around player availability.

Supporter representatives queried whether the Stadium pitch could be contributing to player injuries. DL confirmed that the pitch is independently tested before every match and was clear that the current data does not indicate a statistically significant link between the pitch and injury occurrence or severity.

Supporter representatives raised the importance of clear pathways from the Academy and young signings to the first team, noting previous history in this area. It was agreed this would be discussed in more detail at the next meeting.

Action: Academy and youth pathways to be added to the agenda for the next FAB meeting.

Football Operations

RMo, joining on his first day, outlined his responsibilities across football operations.

RMo advised that his remit includes recruitment, player transactions, infrastructure, player care and responsibility for the Women's Team. He emphasised the importance of player welfare, relationship-building and improving football outcomes and explained his role in player trading at his previous Club.

3. Atmosphere and Supporter Engagement

Fan Engagement Strategy

JH presented the Club's revised Fan Engagement Strategy.

The strategy is based on six core principles: Trust and Transparency; Listening to Our Fan Community; Emotional Connection; Matchday Atmosphere; Supporter Dialogue; and Fan-Centred Culture.

JH acknowledged that Trust and Transparency and Fan-Centred Culture were areas of particular importance at this time. He explained that the strategy was intended to strengthen supporter engagement and communication channels and create greater opportunities for meaningful supporter dialogue.

KM proposed a series of sessions with supporter representatives and various departments to build fan connection and understanding of the various roles and responsibilities across the

Club and how they contribute to both supporter experience and driving success of the football club.

Action: JH to circulate the Fan Engagement Strategy presentation to FAB members.

Action: JH to arrange meetings with supporter representatives and Club dept. leads.

Club Identity and Supporter Connection

The Club confirmed that it was undertaking a brand refresh including mission, vision and values. Qualitative work would begin shortly with supporter consultation sessions taking place in the coming weeks. Supporter representatives welcomed the opportunity for supporter involvement in the process.

Ahead of the meeting, Supporter representatives took a sounding from THFC Flags. They reported this had been their best season for the volume of opportunities and logistical support from the Club, including funding that enabled larger initiatives. They also raised concerns that the relationship had shifted from collaborative partnership towards the group being treated as an in-house agency, citing collaboration that was promised but often did not materialise, the Club taking control of creative work and attribution, short notice and tight deadlines, and branding requirements placed on volunteer effort. Their view was that absorbing a fan-led initiative and running it as the Club's own risks losing the authenticity that gives it value, and that supporters notice. The ask was for genuine collaboration with realistic lead times, proper consultation and respect for the group's creative ownership, with the Club supporting fan-led atmosphere rather than absorbing it.

JH confirmed that collaboration had been strong last season and was well intentioned on both sides with a positive relationship. JH noted that timescales for the final matches of the season were very tight, which may have contributed to the groups concerns. The Club will take this feedback on board and will use this to best support THFC Flags when meeting with the group before the start of the new season.

Supporter representatives also raised concerns regarding the use of pyrotechnics, questioning whether they felt supporter-led, whether they aligned with the Club's environmental commitments, the police's perspective and their impact on the supporter experience. The Club suggested surveying the wider fan base on the use of pyrotechnics

Action: Club to survey the wider fan base on pyrotechnics and share both the wording for comment and the findings with the FAB.

The Club acknowledged the feedback and agreed to review the issues raised.

Action: Club to review supporter survey data regarding pyrotechnics and share findings with the FAB.

Supporter representatives reiterated the proposal of a dedicated singing section initially trialled at Cup matches. The Club agreed that further discussion would be beneficial and a conclusion needed to be reached on this topic which has been discussed for too long.

Supporter representatives welcomed and praised the improved ticket offering for juniors and young adults and Buy One Get One Free drinks initiative.

4. Ticketing policies

Detailed ticketing discussions were deferred to the Ticketing Working Group.

Action: JH to provide the outstanding information requested by the Ticketing Working Group.

5. Fab Governance

The FAB agreed to continue discussions regarding future election processes. CH agreed to assist with future discussions as he is not re-standing.

The FAB thanked Rachel Martin and Chuck Hoffman, who have come to the end of their term and will not be re-standing, for their contribution to the FAB and the difference they have made on behalf of Spurs supporters.

Updates from the various working groups were received and noted.

6. AOB

The previously circulated criteria relating to future statues were noted and the working group will pick this up before the season starts.

JH confirmed that further information regarding the proposed Hall of Fame initiative would be circulated separately. Members welcomed the opportunity to review the proposal and provide feedback.

Action: FAB members to provide written comments following circulation of the Hall of Fame proposal.

Appendix

Summary of fan initiatives from the Official Supporters' Club UK and International representatives, Paul Pavlou and Chuck Hoffman.

FAB Accomplishments

1. Pre-match Socials
2. Flagbearers for Youth OSC members
3. Membership drive emails
4. 5 a side tournament
5. Legends visits
 - a. Domestic: Portsmouth, Dublin
East Kent Spurs
 - b. International:
 - i. Mumbai and Bengaluru October 2023
 - ii. Chicago, Minneapolis, Nashville April 2024
 - iii. 2025: Kansas Legend Evening, Cleveland Legends M&G
 - iv. 2026: Swiss Legends Evening, Italy Legends Evening, Austin March
Watch Party at Yeti
 - v. Premier League Morning Live 2025/26
6. New OSCs in Germany
 - a. [Timo Werner message](#)
7. North American drop shipping merch site
8. Improved annual welcome packs
9. Improvements made to OSC ticketing portal
10. Group Trip Ticketing
11. In Memoriam: paying tribute to those no longer with us
12. OSC activations at open training sessions at the THS
13. Improved regional Care is to Do awards
14. Improved end of the year awards
15. Established WhatsApp groups for chairs of OSCs for sharing information and getting feedback

In the works

1. Player access
2. Spurs Supporters Hotel for Summer tours
3. OSC Grand Prix