



TOTTENHAM HOTSPUR

FAN ENGAGEMENT PLAN

2026/27 SEASON



OUR SUPPORTERS ARE AT THE HEART OF EVERYTHING WE DO.

Welcome to our Fan Engagement Plan for the 2026/27 season.

This Plan sets out how we will work with supporters throughout the season, the wide range of opportunities available for fans to engage with the Club and the commitments we are making in response to supporter feedback.

Built from feedback provided by thousands of supporters through surveys, meetings with the Fan Advisory Board and Tottenham Hotspur Supporters' Trust, supporter forums, focus groups and direct contacts during the 2025/26 season, this plan reflects the issues that matter most to our supporters. It reviews the progress made over the past year, identifies areas where further improvement is needed and outlines the approach we will take during 2026/27 to strengthen trust, communication and supporter involvement across the Club.



THIS SEASON IS ABOUT WHAT WE BUILD TOGETHER.



Dear Supporters,

As we begin a new season, I want to say something that should never need to be said. This Club exists because of its supporters, and your voice matters in the decisions we make.

We share the same key goal with our supporters – to be competing consistently at the highest level. We are clear about what it takes, both on and off the pitch. Last season brought real challenges for our men's side, and we do not shy away from that. But now is the time to look forward at what we can build together.

Recent seasons have shown how much clear communication, accountability and trust matter. We have not always got this right. Supporters want decisions explained, views heard and commitments followed through, and that is completely fair.

Making sure the fan voice is properly represented in our decisions is central to how we want to work. Real engagement does not happen only at the point a decision is made. It is built through ongoing dialogue and a genuine willingness to listen, so that supporter perspectives shape our thinking, not just our announcements.

Supporter engagement is not a project on the side. It is part of how this Club must operate. Our Fan Engagement Plan sets out the principles that will guide that work, so supporter perspectives are considered earlier, represented properly and reflected in the decisions we make.

We know how much this Club means to you. That passion is one of our greatest strengths, and we do not take it for granted. We will not always agree on every decision. But we are committed to communicating openly, explaining our reasoning and building a relationship based on trust.

Thank you to every supporter who gives their time to help us improve. I look forward to building on that this season, and to keeping you updated as we make progress.

Thank you for your continued support.

VINAI VENKATESHAM

Chief Executive Officer (CEO)

WE WILL KEEP BUILDING A CULTURE WORTHY OF THE POWERFUL CONNECTION OUR SUPPORTERS HAVE WITH THIS CLUB.

Dear Supporters,

Since I joined Tottenham Hotspur late last year, nothing has struck me more powerfully than getting to understand and connect with the Spurs fans. I have worked in sport for a long time, and I have never experienced a fanbase quite like this one. The noise inside the stadium, the songs that travel the length of a coach journey, the humour in adversity, the loyalty through good weeks and bad. It is distinctive, it is colourful, and honestly, it has been one of the most moving parts of my first year here. That matters to everything in this letter.

The Club is going through real change right now. That gives us a genuine opportunity to get right how we listen to you, talk to you and involve you in decisions that affect you. We are already investing in the people and the ways of working that make that possible, because a culture where fans feel heard and valued does not happen by accident. It must be built.

Our Fan Engagement Plan sets out what that should look like in practice this season: how we listen, who we hear from, how feedback reaches decision-makers and how we show you what happened as a result.

The plan rests on six pillars designed to help us understand not simply what supporters think, but why different groups experience the Club

differently and what strengthens, or weakens, their sense of connection to Spurs. We want to recognise the different ways people connect with Spurs, the experiences that shape those connections, and what genuinely makes someone feel they belong here.

In practice, that means clearer routes for dialogue, more consistent explanation of decisions, and a proper system for gathering feedback and using it, not just collecting it. The Fan Advisory Board sits at the centre of this. It gives supporter representatives and Club leadership a regular forum to discuss what matters, test our thinking early, and bring your perspective into the room before decisions are made, not after.



Alongside the FAB, we will keep building engagement channels that reflect the range of views across our fanbase, because Spurs supporters do not think or feel as one voice, and we should not treat you as if you do. We will use insight and technology where it genuinely helps, to make your experience more personal and more accessible, and we will be clear about what we are asking, how we will use what you tell us, and when you can expect to hear from us again.

As Chief Communications Officer, part of my job is to make sure this process is visible and consistent for you, not just something that happens behind closed doors. The Fan Engagement Plan is our framework for the season ahead, and one part of a longer journey to build the way we work together.

We will keep listening, keep learning and keep improving. And we will keep building a culture worthy of the powerful connection our supporters have with this Club. A culture where your voice is simply part of how we think.

Thank you,
Kate

KATE MILLER
CHIEF COMMUNICATIONS OFFICER



A CLEAR, TRUSTED AND MEANINGFUL VOICE WITHIN THE CLUB.

As the Fan Engagement team, our role is to make sure supporters have a clear, trusted and meaningful voice within the Club.

Our team are present and accessible at every home and away matchday, offering supporters a visible and consistent point of contact wherever Spurs play. A key part of our role is to act as a bridge between supporters and the Club's senior leadership - creating strong and consistent communication flows both ways, relationships built on trust, and ensuring supporter issues are understood and addressed constructively.

We work closely with the Fan Advisory Board, Tottenham Hotspur Supporters' Trust, Spurs supporters' groups and individual fans, as well as colleagues across the Club and football stakeholders, to support open two-way dialogue. By bringing together conversations, feedback, research and data, we can better understand different supporter experiences, identify key issues and opportunities, and ensure fan insight helps to inform the Club's plans.

Ultimately, we want fan engagement and the supporter voice to be part of the fabric of the Club. By

combining supporter feedback with insight, data and the Club's wider priorities, we can help colleagues make informed decisions while protecting the emotional connection that makes supporting Spurs so special.

For us, successful fan engagement is about listening, building trust, creating dialogue and turning insight into action, so supporters can see how their voice helps shape the Club they care about.

We will always be fair, honest and approachable, whether that be on a home matchday, following the Club away, in supporters' meetings or when discussing Club policies and decisions, we will ensure your views are represented in the right way.

You can find out a little more about the team below - and if you do see us on matchday or want to get in touch directly, please come and say hello!

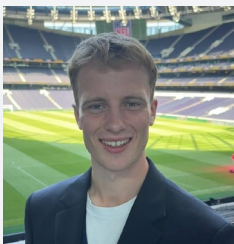
Thank you,
Jake

JAKE HEATH
HEAD OF SUPPORTER ENGAGEMENT

SUPPORTER ENGAGEMENT TEAM



JAKE HEATH
HEAD OF SUPPORTER ENGAGEMENT



SEB NORTON
SUPPORTER ENGAGEMENT MANAGER



JULIA MCMENEMY
SUPPORTER COMMUNICATIONS MANAGER



DAISY LYNCH
SUPPORTER LIAISON MANAGER

HOW WE ENGAGE

MORE WAYS TO ENGAGE THAN EVER BEFORE

Our aim is to strengthen and broaden the ways supporters can engage with the Club, ensuring you have more opportunities than ever to have your say and help shape our direction.

The Club has undergone significant structural change, creating the opportunity to work more closely

across the organisation and build on our supporter engagement. Our commitment is to make engagement more consistent, meaningful and accessible – ensuring you are better connected to your Club and that your views have clearer routes into the conversations and decisions that matter.

This approach will develop throughout the 2026/27 season, and we'll continue to keep supporters updated.

We will combine this feedback with data and insight to understand what supporters are saying, while our relationships and conversations with fans help us understand why they are saying it and where we can improve.

Together, these perspectives give us a stronger evidence base for decision-making – one that is informed by both the experiences and views of our supporters and the wider picture across the Club.

We will provide clear, consistent and ongoing opportunities for supporters to share their views on the issues that matter most to them. Having regular channels for two-way communication means we can listen continuously, understand changing priorities and ensure supporter feedback is not limited to individual moments or consultations.

SIX PILLARS OF FAN ENGAGEMENT

Our approach to supporter engagement is underpinned by six interconnected pillars that provide a clear framework for how we listen, engage and build lasting relationships with our supporters. This is a Club-wide responsibility, recognising that every department contributes to the supporter experience and has an important role to play in deepening the connection between the Club and fans. Together, these pillars place supporters at the heart of the Club, ensuring that fan experience, connection and your voice are considered consistently across everything we do.



FAN-CENTRED CULTURE

Embedding supporter thinking across the organisation, so every decision reflects fan impact.



TRUST & TRANSPARENCY

Clear, honest communication that reflects the Club's values and builds credibility with supporters.



LISTENING TO OUR FAN COMMUNITY

Understanding supporter diversity through dialogue, sentiment insight and inclusive engagement.



EMOTIONAL CONNECTION

Creating pride through story-telling, identity and shared moments that unite the fanbase.



MATCHDAY ATMOSPHERE

Strengthening the emotional and community experience of attending matches at the ground.



SUPPORTER DIALOGUE

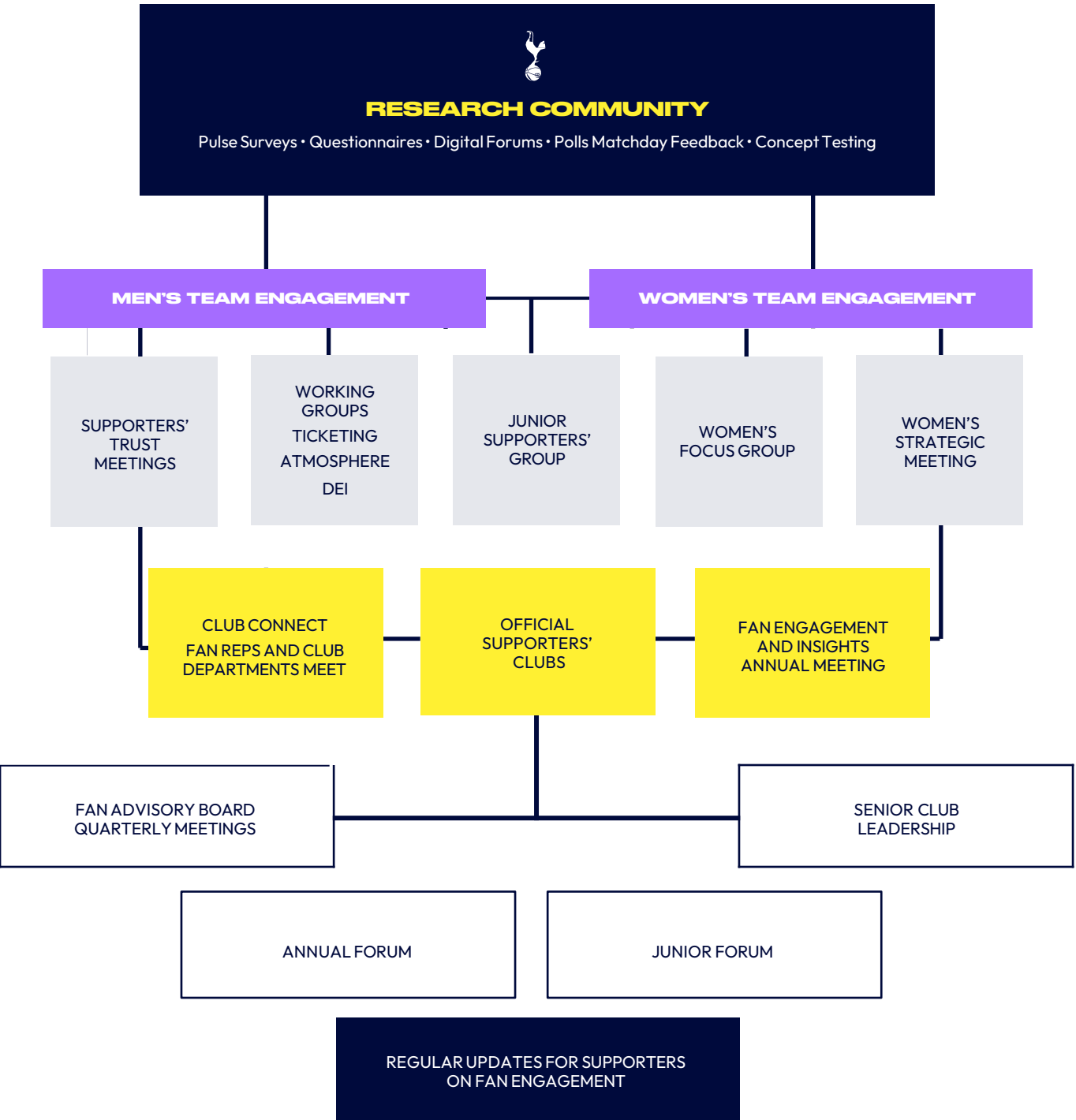
Structured engagement with supporter groups and forums to ensure fan voices are genuinely heard.

WORKING TOGETHER

Supporter engagement is a shared responsibility across the Club. By bringing together teams, expertise, insight and relationships, we can ensure supporter perspectives are considered consistently and meaningfully in our strategy and decision-making.

Our commitment is to create more opportunities to listen, more ways for you to contribute and clearer connections between your feedback and the work we do. There are many ways to get in touch with us, share your feedback and have your voice heard.

The diagram sets out the different ways you can engage with us.



TOTTENHAM HOTSPUR WOMEN

ONE CLUB, TWO TEAMS ONE SHARED AMBITION

Last season gave us a strong platform to build from, with our Women's team producing our highest points total in the WSL-era and equalling our best-ever league finish.

We have invested in Martin Ho and his coaching team, strengthened the squad through recruitment and continued to invest in the football operation. The aim is to build intelligently and sustainably, giving the team the quality and depth to take another step forward.

We know the women's team has not always had the level of focus and investment it deserves. That needs to change, and our ambition is to build a team that can compete consistently at the top end of the WSL, and to build a bigger, stronger and more connected fanbase around it.

OUR PRIORITIES

BUILD A STRONGER, MORE COMPETITIVE TEAM

We will continue to invest in the squad, coaching, recruitment and facilities, with the ambition of competing at the highest level. We want Tottenham Hotspur Women to be a team that can challenge, win and make supporters proud.

GIVE THE TEAM A BIGGER PLATFORM

We want more supporters to follow and watch our women's team. That means making the most of our stadium, digital channels, relationships with fans, matchdays, and the wider Club to give the team the visibility it deserves.

GROW THE FANBASE

Growing the support and following for our women's team is a key focus. We want to bring more Spurs supporters into the women's game, while welcoming new fans and giving those who already follow the team more reasons to come back.

BUILD A RELATIONSHIP WITH SUPPORTERS

We want fans to feel listened to and part of the journey. We will work closely with supporters, including the Fan Advisory Board, to create more opportunities for dialogue and use feedback to improve women's team fan experience.

LOOKING AHEAD

Our investment has already begun, and our focus now is on continuing to raise the competitive level of the team while ensuring the foundations are in place for sustained, long-term success.

It's essential that we bring our supporters on the journey with us too and our commitment is clear – we are investing for the long term, with greater ambition, a stronger team, a better fan experience and a closer relationship with our supporters.



FAN ADVISORY BOARD ASSESSMENT



Fan Advisory Board Co-Chairs' Statement – 2025/26 season

Co-written by Kate Miller & Chris Paouros

The 2025/26 season was one of the most challenging in the Club's history, both on and off the pitch.

The performance of the Men's First Team remained a consistent focus of Fan Advisory Board discussions, with results falling significantly short of the standards expected by everyone connected with the Club. Supporter representatives reflected the frustration and concerns among the fan base, and it was more important than ever for us to maintain open, honest and constructive dialogue throughout the season. Supporters can read the minutes of the end of season FAB meeting [here](#).

This was also a year of significant change off the pitch, and right across the Club, following the appointment of Non-Executive Chairman, Peter Charrington and Chief Executive Officer, Vinai Venkatesham. Since September, the Club has restructured leadership throughout the organisation, with a refreshed, and expanded, executive and football structure. All these leadership roles were recruited during the season and are now in post. The Board confirmed they are committed to this leadership group and will give them the stability and support they need to run this Club in the right way, which includes putting football first with fans at the forefront and building a deeper connection with supporters.

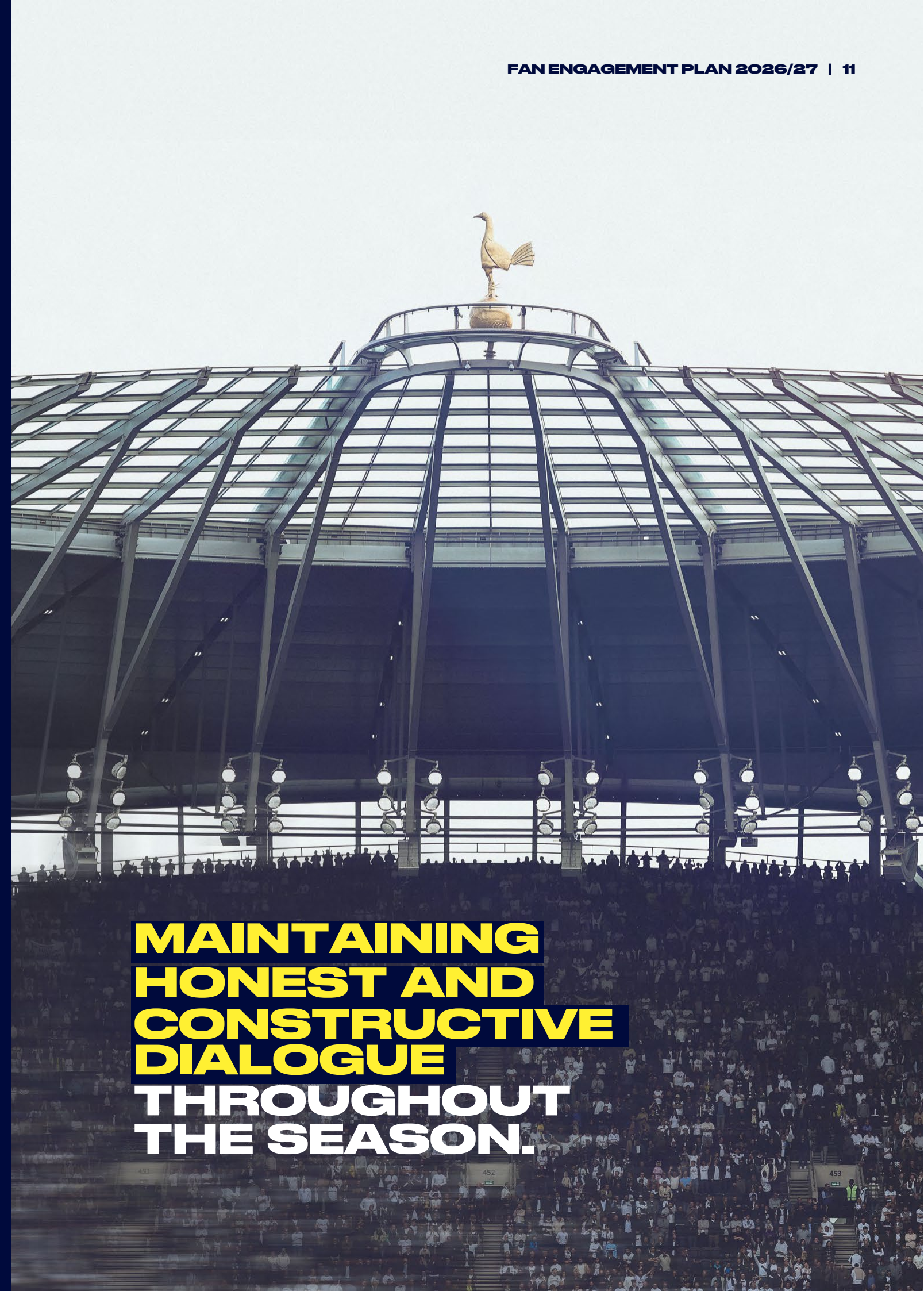
Engagement throughout the season

The FAB met four times during the season, with regular engagement between supporter representatives, the Board and senior Club leadership through day-to-day dialogue and working group meetings. The supporter Co-Chair, Chris Paouros, also attended a meeting of the Club Board, ensuring supporter perspectives were represented at the highest level of governance.

While the FAB remit specifically relates to off-pitch matters, during such a challenging season, football performance and supporter sentiment naturally formed the backdrop for many of our discussions. The Club and supporter representatives engaged on areas such as football performance, recruitment, accountability and long-term direction. The Club acknowledged that the season had been unacceptable, with both parties recognising that confidence will only be rebuilt through meaningful action, strong decision-making, visible progress and improved performances on the pitch.

Price freeze, improvements to ticketing policies & increased junior and young adult tickets

Alongside these discussions, there were tangible outcomes that demonstrated the value of constructive supporter engagement. The supporter representatives welcomed the decision to freeze season and match ticket prices, extend the junior concessions throughout the stadium, widen the Young Adult category to supporters aged up to 25, lower match ticket pricing categories, and lengthen the Season Ticket renewal period. Working closely with Tottenham Hotspur Supporters' Trust, the FAB also continued detailed engagement on ticketing, helping to shape improvements to the Ticket Share scheme and contributing to discussions on the Club's longer-term pricing roadmap.



**MAINTAINING
HONEST AND
CONSTRUCTIVE
DIALOGUE
THROUGHOUT
THE SEASON.**



WE THANK ALL SUPPORTERS WHO SHARED THEIR VIEWS THROUGHOUT THE YEAR AND LOOK FORWARD TO CONTINUING THAT WORK TOGETHER IN THE SEASON AHEAD.

One Club, two teams – investing in the Women's Team, on and off the pitch

The women's team remained a consistent priority throughout the season. The Board welcomed the team's strongest-ever league points tally continuing to press for greater strategic focus, stronger governance, improved facilities and clearer leadership. The Club acknowledged that the women's programme had not previously received the level of priority it should, and there is a shared commitment to ensuring future progress reflects the Club's stated ambitions.

Collaborations to improve matchday atmosphere and experience

Creating the best matchday atmosphere also remained an important area of collaboration. The Club continued to collaborate with THFC Flags on a host of flag displays & fan initiatives both home & away, particularly during the closing weeks of the season. The FAB continued to work closely with them through the FAB Atmosphere Working Group. While this season's dedicated vocal section trials did not fully achieve their intended outcome, they provided valuable learning that will inform the next stage of development.

Celebrating the Club's history & heritage

The season also saw strong progress in celebrating the Club's heritage. Work advanced on the Club's first permanent stadium statue, with the FAB invited to lead supporter involvement in the selection and shortlisting process, alongside plans for a refreshed Hall of Fame, a mural dedicated to Son Heung-min and commemorating the 125th anniversary of the Club's 1901 FA Cup triumph.

Looking to the 2026/27 season

Supporter representatives have asked the Club to focus on four areas:

1. **Visible progress and accountability:** turning the acknowledgement of an unacceptable season into demonstrable change on the pitch, in decision-making, and in how progress is communicated to supporters.
2. **Engagement at a formative stage:** being consulted before decisions are finalised, not after, and holding the club to its commitment to put supporters at the heart of decision-making across every department, not only where fans are the obvious lens.
3. **A dedicated singing section:** continuing to explore a dedicated singing section, building on this season's efforts, which did not quite work as intended, to reach a workable model.
4. **The women's team and communication:** a structure and level of focus that matches the Club's stated ambition for the women's team, and a fan engagement strategy that proves itself in supporters' actual experience.

The FAB exists to ensure fans are consulted and their views taken into account and in doing so foster meaningful dialogue, provide constructive challenge and strengthen the relationship between the Club and its supporters. While the past season tested everyone connected with Tottenham Hotspur, it also reinforced the importance of listening, collaboration and accountability.

We thank all supporters who shared their views throughout the year and look forward to continuing that work together in the season ahead.

Kate Miller, Chief Communications Officer

Chris Paouros, Proud Lilywhites Co-Chair

Tottenham Hotspur Fan Advisory Board Co-Chairs

OUR FAN COMMITMENTS

FAN ENGAGEMENT STATEMENT

We are committed to putting fans at the heart of everything we do. We will listen to our supporters, value their views and create meaningful opportunities for them to influence decisions that affect their experience.

We will engage openly, inclusively and respectfully with fans through regular consultation, accessible communication and a range of feedback channels. We will seek to represent the diverse voices within our fanbase, including supporters who may be less visible or harder to reach.

We will be transparent about how fan feedback is considered and, wherever possible, explain the actions we take as a result. Most importantly, we will work collaboratively with supporters to build trust, strengthen relationships and ensure that the fan experience remains central to our culture, decision-making and long-term plans.

Our commitment is to create a two-way relationship with fans through listening, engaging, acting and reporting back.

“The FAB exists to make sure supporters’ voices shape the club’s biggest decisions and its everyday choices. Last season was the hardest in recent memory, and honest supporter representation has never mattered more. Across the year we’ve pushed on the things that affect fans most: frozen ticket prices, a junior offer extended throughout the stadium, a wider young adult category, ticketing policy, heritage, atmosphere and the experiences of all fans, including women, disabled, LGBTQI+, senior and junior supporters. The club has acknowledged the season was unacceptable. The test now is turning that into visible progress. This season our focus stays on putting fans at the heart of every decision, building trust through transparency, and making sure consultation happens early enough to shape outcomes, not just comment on them. We will continue working with the club to strengthen that trust, making sure supporters feel connected, heard, and confident their concerns are being addressed, and progress is real.”

Chris Paouros
Proud Lilywhites & FAB co-chair

FAN ADVISORY BOARD (FAB)

Co-chaired by our Chief Communications Officer, Kate Miller and Proud Lilywhites’ Co-chair, Chris Paouros, the Fan Advisory Board consists of nine other supporters. Importantly, the Fan Advisory Board is in place to represent the collective voice and opinions of fans allowing a meaningful voice in key decision-making processes at the highest level within the Club.

Committed to representing all corners of our diverse fanbase, the board is comprised of the following individuals – each raising the voice of a different section of supporters.



UNDER ELECTION
SEASON TICKET HOLDERS OF THE MEN’S TEAM (INCLUDING PREMIUM)



SIAN WALLIS
SEASON TICKET HOLDERS OF THE WOMEN’S TEAM



HEMALI PATEL
ONE HOTSPUR MEMBERS



UNDER ELECTION
INTERNATIONAL OFFICIAL SUPPORTERS’ CLUBS



UNDER ELECTION
DOMESTIC OFFICIAL SUPPORTERS’ CLUBS



CHRIS PAOUROS
PROUD LILYWHITES & FAB CO-CHAIR



SACHIN PATEL
SPURS REACH



MARK SPENCER
SPURSABILITY



TRISTAN FOOT
TOTTENHAM HOTSPUR SUPPORTERS’ TRUST



STEPHEN CAVALIER
TOTTENHAM HOTSPUR SUPPORTERS’ TRUST

OUR SUPPORTER MEETING DATES

MONDAY 14TH SEPTEMBER
FAB MEETING 1

TUESDAY 6TH OCTOBER
TRUST MEETING 1

TUESDAY 8TH DECEMBER
FAB MEETING 2

TUESDAY 23RD FEBRUARY
FAB MEETING 3

TUESDAY 9TH MARCH
TRUST MEETING 2

TUESDAY 15TH JUNE
FAB MEETING 4

WORKING GROUPS

TICKETING

ATMOSPHERE

DIVERSITY, EQUITY INCLUSION

OUR HERITAGE ASSETS

We are incredibly proud of our rich history and heritage, and you will see this around Tottenham Hotspur stadium – on the Tottenham Hotspur Heritage Trail, the many markers around the stadium commemorating our former White Hart Lane home, and of course, the return of the famous Bill Nicholson Gates.

Our remastered brand identity also honours our heritage throughout its design. While there are no plans to change our heritage assets, we would undertake a thorough and extensive consultation process with supporters, beginning with the Fan Advisory Board.

OUR HERITAGE ASSETS ARE:

NAME	TOTTENHAM HOTSPUR FOOTBALL CLUB
CREST	THE CLUB'S HERITAGE LOGO
COLOURS	SPURS LILYWHITE AND NAVY (HOME STRIP ONLY)



This has been a season of significant change at Tottenham Hotspur and a profoundly difficult one for the Club and its supporters. THST has continued to engage regularly with the Club, maintaining our constructive relationship with its leadership while developing a positive working relationship with the new leadership and Non-Executive Chairman.

We have continued to raise supporters' concerns directly through meetings with the Club and the Fan Advisory Board, holding the Club to account against the Trust's Five Principles of Ownership. This engagement has delivered some important outcomes for fans, including freezes on Season Ticket and matchday ticket prices, allowing Season Ticket Holders to share tickets with up to three non-members, and extending the Season Ticket renewal window until two weeks after the final fixture.

We have also continued to campaign for the next generation of Spurs fans through our successful 'Fill Our Home, Find Our Voice' campaign,

highlighting the importance of getting Young Adults into the stadium and ensuring they have a stake in the future of the Club. Our Five Principles survey has provided an important measure of supporters' views, while our end-of-season survey highlighted the severe dissatisfaction among fans. We acted on that feedback, writing to Chairman Peter Charrington and raising supporters' concerns directly at the FAB. It has been a challenging season, but we are pleased that constructive engagement has continued to deliver real outcomes for supporters. We will continue to be a strong and independent voice for fans, challenging the Club when necessary while working constructively with its leadership and other key staff to seek the best outcomes for supporters. We are committed to continue raising fans' concerns and, where possible, turning those concerns into real impact."

Michael Green
Chair, Tottenham Hotspur Supporters' Trust



ENSURING DIVERSE FAN VOICES ARE HEARD

TWO-WAY DIALOGUE FOR FANS

PROUD LILYWHITES

[CONTACT US](#)

Proud Lilywhites is our official LGBTQI+ supporters' association, established to promote inclusion and ensure that all fans, regardless of sexual orientation or gender identity, feel welcome at the Club. The group works to foster a safe and supportive environment for LGBTQI+ fans both at matches and within the wider football community.



SPURSABILITY

[CONTACT US](#)

SpursAbility is the official supporters' association for fans with disabilities, working to ensure that everyone feels fully included in the Spurs community and when attending matches. SpursAbility work closely with organisations such as Level Playing Field and AccessibAll.



SPURS REACH

[CONTACT US](#)

Spurs REACH (Race, Ethnicity and Cultural Heritage) is the official supporters' association dedicated to fans from diverse or underrepresented ethnic backgrounds. The group seeks to amplify minority voices within the fanbase and promote inclusivity among fans from all backgrounds.



THE TOTTENHAM HOTSPUR SUPPORTERS' TRUST (THST)

[CONTACT US](#)

The Tottenham Hotspur Supporters' Trust is officially recognised by the Club as the independent & democratic supporters' organisation representing Spurs fans. Run entirely by volunteers, the Trust exists to give the fanbase a collective voice in dialogue with the Club. In addition to holding two seats on the Fan Advisory Board, the Trust meets with Club executives at least twice a year to raise current issues and reflect supporters' views.



WOMEN OF THE LANE

[CONTACT US](#)

Women of the Lane is the official supporters' association for women and non-binary fans of the men's team. It brings supporters together around a shared love of Spurs, enhancing the matchday experience through meetups, watch-alongs and online connections. The group also links with other women's fan networks across the country, helping to lead conversations on tackling sexism and misogyny and improving reporting of sexual violence.



CONNECTING SPURS FANS ALL AROUND THE WORLD

OFFICIAL SUPPORTERS' CLUBS

We are proud to have millions of fans globally, with over 526 Official Supporters' Clubs worldwide. Wherever you are in the world, creating or joining an Official Supporters' Club is a great way to stay connected with fellow Spurs supporters.

Supporters' Club members will have access to Tottenham Hotspur Stadium and a range of exciting Official Supporters' Club events, competitions and experiences, such as pre-match social events, football tournaments at Hotspur Way, Q&A events with Club Legends, and the Official Supporters' Clubs End of Season Awards.

Both domestic and international supporters' clubs have representation on the Fan Advisory Board, allowing the voices of fans from all over the world to be heard at the highest level within the Club.

For more information on our diverse network of Supporters' Clubs, [click here](#).



SAFETY AND INCLUSION

HERE FOR YOU ON MATCHDAYS

Our stadium is a place where everyone should feel safe and welcome and, as we get set for the season ahead, we'd like to share a reminder about how you can report concerns to us on matchdays.

No report is too small, and we treat all concerns seriously. To help demonstrate this, we provide a seasonal update about the actions we've taken as a direct result of the reports we've received. Our update about the 2025/26 season's actions can be found [here](#).

Our dedicated team of matchday stewards are here to help with anything you may need, and we encourage supporters to talk to us directly should you ever have concerns. Your feedback is important to us, and it helps the Club to shape policies and processes that ensure all supporters have an enjoyable matchday, where everyone feels safe, and can get behind the team – *together*.

You can read our [Sanctions & Banning Policy](#) for further information.

TACKLING DISCRIMINATION

FAN EDUCATION

While incidents of discrimination in our stadium are thankfully rare, we will always seek to ensure that the perpetrators are identified and face accountability for their actions – including stadium bans and police referrals where appropriate.

While these outcomes undoubtedly play an important role in keeping discrimination out of our stadium, we also recognise that education has an important role to play in tackling the root causes of discrimination and eliminating it from our game full stop.

We therefore work closely with [Kick It Out](#) to deliver fan education sessions to supporters found to have engaged in any kind of discriminatory behaviour on matchdays. In 2025/26, sessions were also delivered to individuals who had posted discriminatory abuse online.

Participation in these sessions does not absolve the perpetrators of responsibility, and they still face serious sanctions. However, genuine remorse and positive engagement in a session – demonstrated by meaningful reflection on their actions and the impact they have had on others – may, where appropriate, influence the length of the ban.

We're proud to continue our work with Kick It Out as we move into 2026/27, and reaffirm our commitment to tackling discrimination online, in our stadium and in our game



A SAFE AND WELCOMING STADIUM FOR ALL SUPPORTERS



YEAR IN REVIEW

2025/26 SEASON

The 2025/26 season was one of the most challenging in our history and we are fully committed to delivering the success our supporters deserve – on and off the pitch.

We recognise that results on the pitch strongly influence supporter sentiment, and challenging periods highlight the importance of meaningful supporter engagement, open dialogue and transparency.

Ahead of the 2025/26 season, we made six commitments to our fans. These were to:

- Ensuring supporters are always at the forefront of our decision making
- Consulting with fans on the matters important to them
- Working together to build stronger relationships and provide the best possible experience
- Continuing to reward & celebrate all supporters globally
- Creating new ways to engage & inspire our next generation of supporters

We continued to listen to feedback from a range of channels throughout the season. While fans expressed frustration with performances and results of the men’s team, they continued to value many aspects of the matchday experience, reflected in the ratings across our matchday surveys.

The feedback also provided valuable insight into where we can improve, including atmosphere, transparency, communication, and digital and matchday services. These insights will help shape our priorities and supporter engagement throughout 2026/27.

SUPPORTER SENTIMENT

We recognise the strength of feeling expressed during an extremely challenging season and that survey results are just one part of the wider picture. Listening consistently to supporters is essential to understanding their experiences, and we want to take an ‘always-on’ approach, creating more opportunities throughout the season to listen, engage and respond.

As we begin a new chapter, our focus is on building trust, strengthening long-term relationships and staying closely connected to our supporters. We will continue to provide regular updates on our fan engagement activity, showing how supporter feedback is shaping our approach and priorities.



By way of transparency, here are the numbers from our matchday surveys across the season, sent to a subset of 4,000 supporters on every home matchday.

The following pages demonstrate how supporter feedback influenced discussions and decisions during 2025/26, and how those insights will shape our approach throughout the 2026/27 season.

MATCHDAY EXPERIENCE

OVERALL MATCHDAY EXPERIENCE 4.1 / 5

MATCHDAY EMAIL COMMUNICATIONS 4.3 / 5

RECEIVING & ACCESSING TICKETS 4.3 / 5

SUPPORTER SENTIMENT

SENTIMENT TOWARDS THE CLUB 3.8 / 5

ATMOSPHERE IN SEATING AREAS 3.8 / 5

PRE-MATCH ATMOSPHERE 4.0 / 5

SUPPORTER SERVICES

CONTACTING THE CLUB 3.8 / 5

STADIUM WI-FI PERFORMANCE 3.5 / 5

ASK SPURS SUPPORT SERVICES 3.4 / 5

WHAT WE HEARD

Supporter feedback continues to inform discussions and decision-making across the Club and did so throughout the 2025/26 season.

Working closely with the Fan Advisory Board, supporter forums, working groups, supporter associations, surveys, supporter services, and direct matchday engagement, we continue to work to strengthen opportunities for supporters to influence the fan experience both strategically and operationally.

Throughout the season and through all channels supporters consistently told us of the improvements they wanted to see. To align with our matchday surveys and general feedback collection, we have broken these into three sub-categories.

MATCHDAY EXPERIENCE

WHAT WE HEARD

- Continued improvements to stadium atmosphere.
- Greater opportunities to participate in supporter-led displays and initiatives.
- Stronger engagement opportunities for younger supporters.
- Continued investment in the overall matchday experience.
- More opportunities to celebrate and connect with the Club's heritage and identity.

WHAT WE DID

- Created multiple large-scale tifo displays in collaboration with THFC Flags.
 - Supported stadium-wide flag displays and supporter-led visual activations.
 - Introduced an Early Bird "Buy One, Have One On Us" initiative to support fan-led initiatives for the final home matches
 - Established the Junior Supporters Group to ensure younger fans have a dedicated voice.
 - Continued matchday initiatives including Spurs: In Memoriam & more regular matchday fan zones.
- We also continued to celebrate and protect the Club's heritage through:
- Consultation on the Heung-Min Son mural project.
 - Ongoing development of the Club's Hall of Fame.
 - Progressing discussions on the Club's first permanent stadium statue.
 - Supporting projects recognising the history and identity of Tottenham Hotspur.

SUPPORTER SENTIMENT

WHAT WE HEARD

- Greater transparency around decision-making.
- More regular communication from senior leadership.
- Better visibility of how supporter feedback influences decisions.
- Stronger connections between supporters and the Club.
- Meaningful opportunities to participate in consultation and dialogue.

WHAT WE DID

- Supporters consistently highlighted the importance of transparency, trust and communication.
- Held our annual Fan Forum with more than 200 supporters in attendance.
 - Increased communication from senior leadership through fan meetings, Club channels, interviews, Club updates and open letters to supporters.
 - Continued structured engagement through four Fan Advisory Board and two THST meetings.
 - Expanded collaboration with supporter associations and representative groups.
 - Used supporter consultation to inform discussions on ticketing, atmosphere heritage projects and supporter initiatives.
 - Published detailed FAB minutes to provide greater visibility of discussions and outcomes.
 - Increased opportunities for supporters to engage directly with senior decision-makers.

SUPPORTER SERVICES

WHAT WE HEARD

- Faster and clearer responses when contacting the Club.
- Improvements to digital services and technology.
- More personalised support on matchdays.
- Better communication around supporter services and processes.
- Easier access to information and feedback channels.
- Continued consultation on ticketing and supporter policy matters.

WHAT WE DID

- Improving supporter services remained an important priority throughout the season.
- Introduced the Fan Experience Team to provide visible matchday support and guidance, as well as to gain direct on-the-spot feedback from match-attending supporters.
 - Continued to gather supporter feedback through surveys and direct engagement.
 - Reviewed supporter service processes and contact channels.
 - Continued discussions around digital services and supporter-facing technology.
 - Improved ticketing consultation through dedicated Ticketing Working Group meetings.
 - Worked with supporter representatives to review Ticket Share arrangements and future ticketing developments.
 - Built a chatbot to replace static FAQs, creating a simpler, more efficient way for fans to get answers

Throughout the 2025/26 season, the Club delivered a range of fan engagement initiatives designed to strengthen our relationship with supporters and create meaningful opportunities for fans to connect with the Club. The following case studies showcase some of the key activity delivered across the season, highlighting what we did, the impact it had and what we can take forward as we continue to improve our approach to fan engagement.

CASE STUDY

INCREASING JUNIOR AND YOUNG ADULT TICKETS ACROSS TOTTENHAM HOTSPUR STADIUM

Last season, we expanded our Junior and Young Adult ticketing options across the stadium, making concessionary tickets available in more areas and giving more young supporters the opportunity to experience live football at Tottenham Hotspur Stadium.

We also extended our Young Adult concession to supporters aged 18–25, creating more opportunities for young people to attend matches and remain connected with the Club as they move through different stages of their lives.

These changes reflect our ambition to make attending matches more accessible for young people and families, while creating more opportunities for the next generation to experience the atmosphere, excitement and community of matchdays at Tottenham Hotspur Stadium.

Most importantly, we want to help young supporters build a strong and lasting connection with Spurs. By making it easier for them to attend matches, share the experience with friends and family and feel part of the Club, we can help inspire the next generation of lifelong supporters.



CASE STUDY

JUNIOR SUPPORTERS GROUP IMPLEMENTATION

Our Junior Supporters Group was implemented at the middle-point of last season, and aims to provide important perspective from our younger supporters, allowing the Club to incorporate junior fan perspectives into its overall decision-making. This then allows the creation and development of the best experience possible for young supporters.

With three focus groups meetings held per-season, along with regular contact and feedback, the group continues to be an important part of our fan engagement work.



CASE STUDY

PRIDE IN LONDON

We were delighted to work alongside Proud Lilywhites – our supporter association for LGBTQI+ supporters on Pride in London 2026.

Setting off from Hyde Park corner, the parade journeyed through Central London, where thousands of spectators lined the route through Piccadilly Circus, passing the grand backdrop of Trafalgar Square, through Haymarket and culminating on Whitehall.

Representing one of more than 600 parade entries was a Proud Lilywhites branded open-top bus, wrapped in Pride rainbow colours. Aboard the bus, members of Proud Lilywhites were joined by Club staff, donning Pride in London 2026 t-shirts.



CASE STUDY

FAN FORUM

Our 2025 Fan Forum saw over 200 supporters attend, with fans invited to put their questions directly to senior Club representatives and hear updates on the issues most important to fans.

With key leaders at the Club involved, including CEO Vinai Venkatesham, both men’s and women’s team managers and captains, the event featured discussions on a wide range of topics raised by supporters, including, atmosphere, stadium operations, and the Club’s future ambitions.

Questions were submitted in advance and during the event, ensuring supporters could raise the issues most important to them.

Importantly, the forum provided a valuable opportunity for open and honest dialogue at a time when supporters were seeking greater transparency and communication from the Club.



CASE STUDY

IN MEMORIAM

We know that football has the power to bring people together, often in the most difficult of times. We are regularly contacted by supporters who have sadly lost loved ones, and therefore pay tribute to all who we have lost through our Spurs: In Memoriam matchday.

Our 2025/26 tribute gave family and friends the chance to remember those no longer with us, celebrating the lives of fellow Spurs supporters who will always remain part of our Club. At half-time, names and photographs shared by loved ones were displayed on the stadium’s big screens, providing a poignant moment of reflection.



CASE STUDY

ENHANCING OUR ATMOSPHERE

We continued to work alongside our fans throughout the season to assist in delivering a world-class atmosphere at Tottenham Hotspur Stadium.

Working directly with THFC Flags, we saw three large tifo displays delivered in our South Stand for our fixtures against Villarreal CF, Arsenal and Leeds United. Multiple other atmosphere enhancement projects, based on direct feedback received through supporter channels, were also implemented throughout the season.

These included the introduction of our Early Bird offer, ‘Buy One, Have One On Us’, which saw an hour-long period of a buy one, get one free drinks offer introduced across our General Admission and Premium areas, encouraging supporters to arrive earlier, spend more time together and build the atmosphere ahead of kick-off.

We also continued to support supporter-led visual displays and matchday activations, including stadium-wide flag displays, bespoke fan displays and the continued delivery of THFC Flags projects at key fixtures. Following feedback from supporters, we introduced initiatives such as additional flag distribution opportunities, improved coordination of pre-match displays and enhanced collaboration with atmosphere groups to help create a more engaging visual spectacle inside the stadium.



CASE STUDY

FAREWELL SONNY! A NEW MURAL DEDICATED TO A SPURS LEGEND

At the beginning of the season, Sonny departed the Club after 10 years, culminating in our famous Europa League triumph and cementing his place in Spurs history as a Club legend.

Deeply moved by the endless stream of messages, Sonny released an official video titled “Dear Spurs Fans...” where he read a heartfelt letter thanking the fan base for helping him grow from a “kid” into the team.

Sonny returned in December 2025 to Tottenham Hotspur Stadium where he was welcomed by supporters alongside a dedicated mural on Tottenham High Road in his honour, with the design process influenced by the Fan Advisory Board and Sonny himself.

There are now three iconic player murals outside Tottenham Hotspur Stadium. This year, they also became the first of their kind in the UK to include audio description (AD) services for visually impaired fans.

The Heung-Min Son, Harry Kane and Ledley King murals now feature QR codes linking to audio descriptions of the designs. The initiative has been led by the David Katz Foundation, a charity dedicated to supporting people with visual impairments, in partnership with MurWalls, the artists behind the murals.

The audio descriptions are voiced by Daniel Wynne, the Club’s own AD commentator on matchdays, and Chairman of the David Katz Foundation.



CASE STUDY

REVIVING THE HALL OF FAME

Throughout the 2025/26 season we engaged with a dedicated Fan Advisory Board subgroup on History & Heritage to develop a new-look Hall of Fame.

The Hall of Fame last featured at our former White Hart Lane home, and we have plans to revitalise the programme with new inductees during the 2026/27 season.

The revamped Hall of Fame will honour players of both the Men’s and Women’s teams, ensuring our ethos remains truly ‘One Club, Two Teams’.

CASE STUDY

SPURS LEGENDS ALUMNI LUNCH 2026

A number of our legends joined us at Hotspur Way for a special lunch which saw Spurs icons of the past connect with our current first team squad.

We were joined by iconic Lilywhite names from years gone by with Steve Perryman, Glenn Hoddle, Gary Mabbutt, Pat Jennings, Clive Allen, Phil Beal, Michael Dawson, Jermain Defoe, Mark Falco, Les Ferdinand, Steffen Freund, Micky Hazard, David Howells, Chris Hughton, Younes Kaboul, Paul Miller, Allan Nielsen, Graham Roberts, Erik Thorstvedt, Michel Vorm, Victor Wanyama and Fernando Llorente all in attendance.

We know how much the connection between the past and the present means to supporters and it was another great chance to celebrate those who have made such a significant contribution to the Club.



CASE STUDY

MARCH OF THE LIVING

The Club was pleased to offer attendance to form part of the football delegation at March of the Living 2026 to a select number of staff members, including Tour Guide, Adam Gold and Supporter Engagement Manager, Seb Norton.

March of the Living is an educational programme, and a united stand to combat antisemitism that brings together thousands of participants across the world to Poland; the epicentre of the Nazi occupation and extermination of Jewish people from 1939 to 1945. Throughout the four-day journey, the group explored various significant elements of the Holocaust, including a ceremony held at Auschwitz-Birkenau, a visit to Nazi extermination camp, Treblinka, and a journey through Warsaw – including the historical Ghetto.

Our participation in March of the Living forms part of this ongoing commitment, providing an opportunity for Club representatives to learn from the past and reflect on the importance of standing together against hatred. This builds upon the Club’s longstanding work with our Jewish supporters and community partners, including initiatives delivered through Spurs REACH, which create opportunities for education, celebration and dialogue.



CASE STUDY

FAN EXPERIENCE TEAM

We were delighted to implement a new Fan Experience Team, whose direct matchday responsibility is to provide a visible, approachable presence across Tottenham Hotspur Stadium, supporting fans with information and guidance throughout their matchday.

The team plays a key role in enhancing the matchday experience by proactively engaging with supporters, providing wayfinding support, answering general queries and helping to resolve issues in the moment. Working closely with Supporter Services, Safety, Security and Venue Experience teams, Fan Experience Team Members help ensure supporters feel welcomed and supported from arrival through to departure.

The team also provides an important channel for capturing real-time supporter feedback and insights, helping the Club identify opportunities to further improve the matchday experience and continue delivering an exceptional environment for all supporters.

CASE STUDY

PASSOVER AT SPURS

We were pleased to work alongside Spurs REACH to mark Passover; a major eight-day Jewish festival celebrated from April 1 – April 9.

Spurs legend, and Club ambassador, Ledley King sat down with Sash Patel and Jeremy Wootliff from Spurs REACH, who were able to provide an insight into the festival. The three discussed the history of Passover, and how it is celebrated today – with Jeremy talking Ledley and Sash through the elements of a traditional Seder meal.

Discussed also was Spurs REACH inclusivity work, and the diversity and connection across our supporter base, highlighting the group’s commitment to work with and highlight important religious and cultural traditions throughout the year to ensure all fans feel represented and valued.



CASE STUDY

AWAY TRAVEL SUBSIDY

Supporting our fans who travel the length and breadth of the country to follow Spurs remains an important part of our fan engagement and relationship with you.

Throughout the 2025/26 season, we continued our Away Travel Subsidy scheme, providing support to fans travelling to our away fixtures. The initiative was developed in response to feedback from supporter groups regarding the increasing costs associated with attending matches, particularly for supporters travelling long distances.

As we progress into the new season, we are delighted to confirm that, in partnership with BP, we will be continuing to subsidise official coach travel for select men’s and women’s away fixtures.



CASE STUDY

OUR DIGITAL TRANSFORMATION

This season saw us launch our new Club website and mobile app – alongside a new Tottenham Hotspur Stadium website and app.

This has been a major programme of work, delivered by our Technology, Digital, Marketing, Content, Brand, Membership, Communications teams across the Club, and reflects a cross-organisation commitment to deliver a best-in-class digital experience for our supporters.

A project that has spanned across 18 months, teams across the Club have worked to create features that include:

- Built an enhanced Live Chat service – a new AI assistant providing real-time support to Club Supporter Services staff to fan enquiries.
- Fully integrating SpursPlay within the app.
- New interactive fan games including Flick2Kick and Cone2Cone, alongside predictors, team selectors and other engagement tools.
- A new vertical video experience inspired by social-first storytelling formats.

The launch also marks the beginning of a broader roadmap of digital enhancements planned ahead of the new season, including a new member hub and further ticketing improvements



CASE STUDY

CELEBRATING OUR COMMUNITY TOGETHER - IFTAR (REACH)

During the holy month of Ramadan, we once again worked alongside Spurs REACH and the Tottenham Hotspur Foundation to host an Iftar event at Tottenham Hotspur Stadium.

Bringing together supporters and community representatives, the evening provided an opportunity to break fast together, learn more about the significance of Ramadan and celebrate the diversity of our local community.

Spurs REACH played a key role in shaping the evening and sharing their experiences, with the event creating an opportunity for supporters from different backgrounds to come together and better understand one another.



CASE STUDY

NEW LOOK FOR SPURS ABILITY

During the 2025/26 season, we worked closely with SpursAbility to deliver a refreshed identity for the Club's official supporters' association for disabled supporters.

The project was developed in partnership with members of SpursAbility, ensuring our access supporters were at the heart of discussions relating to how the group is

represented. Through ongoing consultation, the refreshed brand was designed to better reflect the association's purpose and identity while increasing visibility amongst the wider fanbase.

Alongside the new identity, the Club continued to work closely with SpursAbility on accessibility matters, supporter consultation and initiatives designed to improve the matchday experience for disabled supporters.

CONTACT US

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

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

Contact your Fan Advisory Board representative [here](#).

Join one of our Official Supporters' Clubs [here](#)



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