

Fan Advisory Board
Meeting 1 – 2026/27 Season

Date: Tuesday 22 September 2026

Time: 6.00 p.m. – 8.00 p.m.

Location: Suite 411, West Stand, Tottenham Hotspur Stadium

Supporter Representatives

Name	Represents
Chris Paouros (CP)	Proud Lilywhites and Co-Chair
Hemali Patel (HP)	One Hotspur Members
Mark Spencer (MS)	SpursAbility
Martin Cloake (MC)	Season Ticket Holders of the Men's Team
Nik Seth (NS)	International Official Supporters' Clubs
Paul Pavlou (PP)	Domestic Official Supporters' Clubs
Tristan Foot (TF)	Tottenham Hotspur Supporters' Trust (THST)
Stephen Cavalier (SC)	Tottenham Hotspur Supporters' Trust (THST)
Sachin Patel (SP)	Spurs REACH
Sian Wallis (SW)	Season Ticket Holders of the Women's Team

Apologies: Ali Speechly, Women of the Lane.

Club Representatives

Name	Role
Vinai Venkatesham (VV)	Chief Executive Officer
Kate Miller (KM)	Chief Communications Officer
Daisy Lynch (DL)	Supporter Liaison Manager
Seb Norton (SN)	Supporter Engagement Manager
Dan Coles (DC)	Head of Internal Communications
Luke Clarke (LC)	Legal Counsel (minute taker)

Apologies: Adam Gardiner (Chief Marketing Officer), Jake Heath (Head of Supporter Engagement)

1. WELCOME, APOLOGIES, MINUTES AND ACTIONS

VV and KM welcomed everyone to the first meeting of the Fan Advisory Board (FAB) of the 2026/27 season and extended a particular welcome to MC, NS and TF, who were attending their first meeting as newly elected supporter representatives. The Club recorded its thanks to Rachel Martin, Jonny Tindal and Chuck Hoffman, whose terms had come to an end, for

their valued contribution and the positive difference they had made on behalf of Spurs supporters.

There was an introductory discussion about the role of the FAB and the importance of constructive dialogue between the Club and supporter representatives. Supporter representatives welcomed the summer investment while noting concerns regarding on-pitch performance, and the Club outlined its ambitions for supporter communications and engagement over the season ahead.

The actions arising from the previous meeting had been circulated to members in advance. CP confirmed that members had reviewed and agreed the action log, with any queries to be addressed outside the meeting by DL and the log updated accordingly.

INDUCTION FOR NEW MEMBERS

KM and CP introduced the induction programme for new FAB members, which had been circulated in advance. The programme comprises an introduction with the Supporter Engagement team, delivered in the format most convenient for representatives, together with induction meetings between FAB members and senior colleagues from across the Club.

It was explained that the programme would give members greater visibility of different areas of the Club and provide opportunities to build relationships directly with relevant colleagues. All FAB members, new and existing, would be welcome to take part. CP will coordinate representatives' availability alongside that of Club colleagues.

The Board approved the induction programme.

2. SUPPORTER SENTIMENT AND START-OF-SEASON REFLECTIONS

CP introduced this item. Supporter representatives raised concerns regarding on-pitch performance, including matters of identity, intensity and resilience, and welcomed the summer investment while remaining mindful of the importance of financial sustainability and strategy. A number of further matters affecting supporter sentiment were also noted.

Web, phone, email and matchday experience

- Representatives reported extended and, in many cases, unacceptable waiting times for telephone and email enquiries to Supporter Services, with some calls and queries going unanswered, issues with the matchday app and broken links on the Club website, and sought an explanation of the causes together with reassurance on the steps being taken.
- It was explained that the queues at the Everton fixture had resulted from a combination of app issues, tickets not being shared correctly and some Android users not having downloaded their latest pass. Ahead of the Aston Villa fixture the Club had communicated with the FAB and affected groups, and Ticket Office queues had since returned to normal.
- Representatives noted that the Ask Spurs page had been replaced by a chatbot which had, on occasion, provided incorrect answers which made it more difficult for

supporters to access information and is also missing information previously available via AskSpurs.

- Representatives also noted that, where individual queries had been raised directly with the SLO team by FAB representatives, these had been resolved promptly.

The Club's response

- KM acknowledged that a number of supporters had waited longer than the Club would wish over the summer, which fell short of the standard the Club aims to provide and apologised on behalf of the Club for this.
- KM explained that the delays had resulted from a combination of unusually high demand, the transition to a new customer-service system and additional responsibilities being taken on by Supporter Services. These factors had contributed to a backlog over the summer. VV also noted the significant increase in telephone enquiries during the period.
- The Club acknowledged that service had not been the standard it needed to be. KM stated that additional resource was being put in place and work was underway to restore automation, improve the handling of routine enquiries and reduce the backlog. She acknowledged that the waiting times experienced by some supporters were not acceptable and said that restoring service levels was the immediate priority.
- Accessibility was being prioritised.
- The Club noted the feedback on the chatbot and committed to resolving the outstanding issues.
- Supporters asked whether the Club intended to issue a public communication on the matter; the Club agreed to give this consideration.

Action: The Club to provide a weekly update to the FAB on the Supporter Services issues.

Action: The FAB to provide specific feedback on the chatbot and the information/FAQs they would wish to see permanently on the website.

Action: The Club to confirm whether there has been any change to service delivery (food and beverage, the location of items across kiosks, and matchday programmes).

Further points raised

- App notifications directed users to the app but not to the relevant page (for example, a team-news notification opening the home page rather than the article and the article was not the 'latest news').
- The Supporters' Club web page had regressed, being difficult to use and containing out-of-date information.

Women's team

- Sentiment towards the Women's team was positive, with the team currently second in the league.

- Representatives noted concerns regarding supporter engagement – for example, supporters not being permitted within 20 feet of the pitch at a recent away fixture, and the impact on sentiment of the departure of three key players. Representatives recognised that the professionalisation of the game necessitates change, while expressing a wish to preserve what supporters value.

3. CLUB OVERVIEW AND STRATEGIC UPDATE

VV provided an update on the Club's strategic direction, including the changes made over the summer and the priorities for the season ahead. He identified five areas of particular focus:

The reset – strategic priorities

- Developing a Men's team capable of competing at the highest level, with football success appropriately prioritised.
- Driving the growth of Tottenham Hotspur Women, in keeping with the principle of one Club with two teams.
- Improving the way in which the Club connects and engages with supporters.
- Celebrating the Club's history and heritage and strengthening its connection with former players.
- Establishing modern governance and management structures.

Men's team and the summer window

- The Club had made significant changes over the summer, both on and off the pitch, and recognised that these might take time to take full effect.
- VV was encouraged by aspects of the underlying performances since the opening-day defeat but acknowledged the disappointment at the current points total even at this early point in the season and recognised the frustration this caused supporters following the previous campaign.
- Supporter backing, home and away, had been excellent and was not taken for granted; VV acknowledged that the Club must earn supporters' belief through results.
- VV expressed confidence in Roberto De Zerbi, in the players brought in and in the changes made, noting the considerable work underway behind the scenes.
- The window had involved approximately 35 first-team transactions (incomings, outgoings and renewals).
- The squad had been strengthened with a focus on quality, character and physical robustness, combining Premier League experience with younger players able to develop with the Club.
- The contract renewals of Micky van de Ven and Pedro Porro reflected the belief of two senior players in the Club's direction; the objective remained a squad able to compete at the level supporters expect.

Player sales

- VV noted that the Club needed to improve as a seller of players, having achieved limited returns in previous years, and that doing so was important in modern football for compliance with financial regulations.
- Following the sale of Brennan Johnson in January, the Club was more willing to take timely decisions to sell where appropriate, rather than retaining players for too long.
- Transactions were structured to preserve value through performance-related milestones and, where appropriate, buy-back provisions.

The Academy

- The Academy remained central to the Club's plans.
- The Club had been active in recruiting players aged 16 and under and had invested significantly across the under-10 to under-17 age groups to strengthen the talent pipeline.

Injuries and player availability

- Having experienced a high number of injuries in recent seasons, the Club had made significant changes to its Performance team across medical, physical preparation and performance, introducing new expertise and revised ways of working.
- Significant improvements had also been made to the first-team gym and player-preparation facilities.
- VV explained that the Club had looked at player availability across the whole performance environment rather than treating injuries in isolation, with changes made across a number of areas.

Training Centre

- Changes had been made to the Training Centre, including a new tactical briefing room and improvements to the player restaurant, gym and wider environment.
- These changes reflected the Club's ethos of 'performance first, people always' across the Men's and Women's teams.

Connection with supporters and former players

- VV acknowledged that the relationship between the Club and its supporters had been strained for some time, and reaffirmed the Club's commitment to strengthening that connection and rebuilding belief.
- The Hall of Fame, an initiative proposed by the FAB, had been celebrated at an event the previous evening recognising Bobby Buckle, Chris Hughton, Ledley King and Jenna Schillaci, and the Women's Legacy Numbers had recently been launched.
- A number of former players had returned to the training ground to meet the current squad, with Dimitar Berbatov and Edgar Davids attending recently, and the Legends Lunch initiative was helping to bring people together.

- VV said that he wanted former players and the Club's history to have a more visible and regular role around the Club.

Women's team

- The Club had invested significantly in the Women's team during the transfer window, with all signings completed before the start of pre-season in a well-executed window.
- The squad combined established WSL and international experience with younger players of high potential, providing greater strength in depth and competition for places.
- There had been greater prioritisation and investment both on and off the pitch, and the team had made a strong start to the season.
- The immediate focus was on improving existing facilities to keep pace with the team's growth. The long-term ambition for the Women's team's base at Whitewebbs is unchanged and remains subject to an ongoing legal process. In the meantime, the Club is investing in the team's current facilities, including changing space, gym and a briefing room, because the current building has been outgrown. Current improvements are a temporary requirement, not an alternative to Whitewebbs.
- A new Director of Women's Football was being appointed to succeed Andy Rogers, in a role weighted more towards performance and technical than operational.

Financial sustainability

- VV explained that financial regulation represented a genuine constraint. The Club had not recorded a profit since 2019, and its costs were rising through investment in the Men's team in wages and transfer fees.
- VV noted that successive 17th-place finishes and the absence of European revenue this season had also affected the Club's revenue position.
- Supporter representatives asked about the structure of the owners' recent funding and the position of minority shareholders in both the Club, many of whom are individual supporters, and in ENIC. Representatives also raised the Club's debt position, how the financial rules would apply if the Club qualified for European competition, and recent media reports on shareholdings. VV referred to the Club's June statement. The Club undertook to clarify these questions outside the meeting.
- The Club monitored itself against the Premier League rules (squad cost of up to 85% of revenue). The UEFA rules are more restrictive - 70% of squad cost, together with a three-year profitability test - and remained relevant to the Club's ambition of returning to European competition.
- VV said that growing commercial income, including through concerts and other stadium events, was therefore important in creating additional capacity for football investment within the applicable financial rules. He reiterated that football remained the Club's clear priority.

Action: The Club to respond to the FAB, outside the meeting, on the ownership and share-structure questions raised, including the position on minority shareholders

People updates

- Lucy Button had joined as Women's Growth Director, with responsibility for growing the support base and revenues in Women's football, reflecting the 'one Club, two teams' principle.
- The Marketing department had been restructured to support the Chief Marketing Officer in serving supporters consistently, and KM had made changes to Comms and Supporter Services since joining.
- Ryan Norys would be leaving his role as Chief Revenue Officer and was working his notice period; recruitment for a successor was underway, and the Club wished him well.

4. WHAT WE'VE BEEN DOING AND WHERE WE WANT TO BE

Part 1 – Club updates (KM)

KM shared an overview of recent supporter activity and of how the Club is strengthening its connection with supporters and developing its approach to engagement, under the following themes:

- Celebrating history and heritage – the launch of the Hall of Fame, the women's legacy numbers and the Legends Lunch bringing past and present players together.
- Creating more inclusive and welcoming matchdays – the continued evolution of the matchday experience with supporter input, and improved ticketing access, with junior and young adult tickets extended across all areas and young adult eligibility extended to the age of 25.
- Building emotional connection – content and storytelling, including the "Tottenham Til I Die" series and the "Together Against Suicide" activity marking World Suicide Prevention Day.
- Listening to the supporter community – the new Spurs Voice platform, the Fan Engagement Index, the Fan Communications and Insights Group, and consideration of changes to the Fan Forum format, aligned to the Club's six fan engagement pillars.

Part 2 – FAB priorities (KM)

KM invited representatives to share their priorities for the coming season and the next three years, and to consider how the Club and the FAB might align their efforts. The responses included:

- That information gathered through engagement activity should be shared with the FAB.
- That matchday experience and atmosphere extend beyond stadium production.
- Appreciation for the deliberate return to "Tottenham" in terms of language used to refer to the Club and for the "Tottenham Til I Die" video, although the concurrent

Customer Relationship Management (CRM) survey received by fans upon sending an email into the Club and the change to its questions had been noted as incongruous.

- A question as to whether the Club felt connected to its supporters. VV acknowledged that the Club had not focused sufficiently on on-pitch performance or given adequate consideration to supporters, and that the changes now being made would not be felt immediately.
- Observations on the “Join the Family, Buy the Membership” Meta campaign, and that the TTID video had not been inclusive of the Women’s team and couldn’t be screened at Brisbane Road.
- Concerns regarding displays inside and outside the stadium, including the absence of supporters’ clubs on the ribbon boards and of any external display recognising the visiting team.
- A question regarding rumoured changes to the crest on the Club’s shirts.
- How the Club draws on the experience of former players, and the timelines for the Clubs new brand and identity project, which had been deferred as part of the wider brand refresh and relaunch.

Action: The Club to review the CRM campaign and the change of questions raised by supporter representatives.

Action: PP and NS to develop further fan engagement opportunities.

Action: The Club to share the timelines for new Club brand and identity project with the FAB, and the Club and FAB to identify time to meet before the next FAB meeting.

5. FAB COMMUNICATIONS AND ENGAGEMENT

How the Club refers to supporters

- Supporters noted that, at a recent subgroup meeting, a colleague in an operational role had referred to the “stadium” as the “venue” and to the “match” as the “event”, which was felt to indicate a cultural issue with the terminology used by some staff. This was raised in a constructive spirit, as a signal of how some staff understand their role rather than as criticism of any individual, and with the point that language matters to supporters given how supporters have previously felt about the Club’s priorities (which we know are no longer the case)
- KM said that she did not consider this reflective of a wider cultural issue within the Club. She noted that colleagues in some operational roles also work across non-football events and with external suppliers, which could explain the terminology used. It was suggested that supporter terminology could nevertheless be covered as part of the FAB contribution to staff induction.

FAB involvement in Club staff inductions

- Supporter representatives proposed that a FAB representative be included in the Club’s staff induction sessions.

FAB communications with supporters

- Supporter representatives noted that several representatives have no direct channel to their constituencies and that the current Member Agreement is felt to be too restrictive. It was agreed that the Club and supporter representatives would review the most effective channels, content, timing and frequency for representatives to communicate with supporters, including use of the Club's database, and develop a framework alongside the Terms of Reference and Member Agreement.

Proposal: Fan Account Number (FAN)

- Supporters proposed that the ticketing-system terminology for a supporter's login number be changed from "Client Reference Number" to "Fan Account Number".
- KM explained that the Club had looked into the proposal, but "Client Reference Number" formed part of Ticketmaster's wider infrastructure and could not currently be changed by the Club. The position could be revisited if that became technically possible.

Action: The Club to address the handling of accented characters in names within Ticketmaster.

Action: The Club and FAB to develop a communications framework for how the FAB communicates with fans

6. WORKING GROUP UPDATES

Ticketing

- Given THST's operational ticketing responsibilities, SC has assumed the chair of the Ticketing Group, for which minutes are now maintained.
- The group had met on 25 August 2026, with notes circulated to members; the next meeting is scheduled for December 2026, when discussions on Season Ticket, Membership and Match Ticket pricing and policy for the 2027/28 season will begin.
- Supporter representatives raised that the changes to Senior Concession Season Tickets remain a source of significant bad feeling among supporters, and that the concern is one of general principle. A paper setting out new proposals in this area will be discussed at the next ticketing working group meeting
- In referencing a previous ticketing meeting, supporter representatives welcomed that the Club had said concessions on Ticket Exchange was under review with a commitment to discuss again at the next ticketing meeting. The Club's decision to increase junior and young adult concessions across all areas, rather than in certain areas only, was welcomed

Atmosphere

- The Club had continued to survey match-going supporters on stadium atmosphere.
- The working group is to be convened, with its first meeting of the season scheduled for October or November 2026, covering the vocal section, stadium production and

organic, supporter-generated atmosphere, together with the group's governance, strategy and objectives.

Heritage

- The FAB thanked the Club for the Hall of Fame and the Women's Legacy Numbers.
- A working group for the statue project (or a comparable initiative) is to be convened, to include the Club's creative team.
- In relation to a museum, the Club's view was that a dedicated museum would be prohibitively expensive and might not represent the best use of Club funds; the Club and the Heritage working group are to consider alternative approaches.
- A Show Racism the Red Card initiative, led by Tony Stevens, will in mid-October celebrate the first eleven Black players to represent the men's first team and the Club's first Black women's players. Work is also planned for next year to mark a decade since the Club left White Hart Lane, including tracing parts of the old stadium that were donated elsewhere

Women's team fan experience

- The working group meeting had not yet taken place; the FAB is to take this forward, and the Club is to nominate an owner on its side.
- The Women's Legacy Numbers initiative, which recognises every player to have made a competitive appearance since the start of the 2011/12 season, had been very well received, first appearing on the Women's match shirts for the WSL season opener against West Ham United on 6 September.

Action: The Club to nominate an owner on its side for the Women's team fan experience working group.

Diversity, equity and inclusion

- The DEI working group had been established, comprising Women of the Lane, Spurs REACH, SpursAbility and Proud Lilywhites.
- The group is to take forward the work on online abuse through a collaborative agenda, with a meeting date to be arranged.

7. ANY OTHER BUSINESS

Fan Forum

- The Club considered that the Fan Forum in its current format was less open than it would wish; a proposal to make it more inclusive and interactive will be shared with the FAB for its view and this may mean it will be later in the year than usual.

Internal displays re Supporters Clubs

- Supporters raised that these are no longer on display during home games. The Club explained that they have been temporarily removed as part of the font update and will be back in place for the Coventry match.

Next meeting date

- The Club and supporters had discussed the possibility of bringing the next FAB meeting forward from December to late November, so as to avoid the busy festive period.