



TOTTENHAM HOTSPUR

FAN ENGAGEMENT PLAN

2023/24 SEASON

OUR COMMITMENT TO FANS

Welcome to the Club's Fan Engagement Plan for the 2023/24 season

We are delighted to present our first Fan Engagement Plan, which outlines how we shall engage and consult with our supporters annually. As a Club, we are fully committed to greater, structured communication with fans, ensuring that your voices are heard and that your views inform Club activities.

The plan forms part of the Premier League's new **Fan Engagement Standard (FES)**, which **we welcomed upon announcement in March 2023** and represents an enhanced approach to fan communication and consultation at the Club.

The Club has seen significant growth in recent years and we are nothing without the passionate support of our fans. We are proud of the rich diversity that exists amongst our global fanbase. Both the Fan Engagement Standard and Fan Advisory Board represent a new, much-welcomed era for fan engagement and consultation and ensures the widest possible representation of our fanbase.

HOW WE ENGAGE FAN ADVISORY BOARD

The Fan Advisory Board (FAB) provides a new forum for fan group representatives and elected members from different sections of our fanbase, inclusive and reflective of its diversity.

The Club is represented on the FAB by Executive Director and Nominated Board Level Official for fan engagement, Donna-Maria Cullen, and Head of Supporter Engagement, Levi Harris, with the Chairman, other Board members and senior Club staff attending selected meetings.

Co-Chaired by Chris Paouros, (Proud Lilywhites representative and Supporter Representative Co-chair) and the Nominated Board Level Official, the FAB meets on a quarterly basis with the Supporter Representative Co-Chair attending a maximum of four Club Board meetings each year.





In addition to quarterly FAB meetings, working groups will be created to focus on matters of particular importance to supporters, with Club staff involved where required.

Minutes of FAB meetings will be published in the ***dedicated area of the Club's website.***

The FAB covers a range of non-playing matters, including:



The Club's strategic vision and objectives

Off-pitch performance updates, priorities and plans

Operational matchday issues


Proposals relating to significant changes to Club heritage assets

Stadium issues and plans

The Club's community strategy

The Club's equality, diversity and inclusion commitments

The Club's plan for broader supporter engagement



The FAB is comprised of the following individuals who represent different groups and sections of our fanbase and who can be contacted at their dedicated FAB email addresses:

Chuck Hoffman

International Official Supporters' Clubs
internationalosc@thfcfab.com

Chris Paouros

Proud Lilywhites
proudlilywhites@thfcfab.com

Dee Bright

SpursAbility
spursability@thfcfab.com

Hemali Patel

One Hotspur Members
onehotspur@thfcfab.com

Jonny Tindal

Season Ticket Holders of the Men's team
(including Premium Seasonal Members)
mensseasonticket@thfcfab.com

Paul Pavlou

Domestic Official Supporters' Clubs
domesticosc@thfcfab.com

Rachel Martin

Tottenham Hotspur Supporters' Trust
thst@thfcfab.com

Sachin Patel

Spurs REACH
spursreach@thfcfab.com

Sian Wallis

Season Ticket Holders of the Women's Team
womensseasonticket@thfcfab.com

Stephen Cavalier

Tottenham Hotspur Supporters' Trust
thst@thfcfab.com

OTHER FORMS OF ENGAGEMENT

SUPPORTER GROUPS

In addition to the FAB, the Club will continue to work closely with the Tottenham Hotspur Supporters' Trust, Proud Lilywhites, SpursAbility and Spurs REACH throughout the season. This includes annual meetings with the Club lead and ongoing meetings and dialogue with Levi Harris and his team on a wide range of matters covered by individual groups' remits.

Each supporter group has a Memorandum of Understanding (MOU) with the Club, demonstrating their importance to the Club's approach to fan engagement. The MOUs establish how the Club and the groups will work together and which areas they will focus on, on behalf of supporters.

The Club also works closely with the Tottenham Hotspur Women's Supporters' Club on all aspects of fan engagement and experience for supporters of the Women's team.

OFFICIAL SUPPORTERS' CLUBS

The Club is proud to have over 450 official supporters' clubs around the world who are overseen by Supporters' Clubs Manager Stacy Haley and her team.

Club representatives join supporters' clubs' meetings and events throughout the year with an End-of-Season Awards event held at Tottenham Hotspur Stadium prior to the last home game of each season.

Following the first FAB meeting in July 2023, the Club has begun working with the Domestic and International Official Supporters' Club representatives to discuss how the family of supporters' clubs can be better incorporated into the Club's fan engagement approach.



FAN FORUM

A Fan Forum event will be held as in previous years on an annual basis with fans invited to an open forum session with the Club's Chairman and football representatives (subject to first team schedule availability).

COLLABORATION

The Club works with a number of fan-focused organisations on a range of matters that are of importance to our supporters.

- **Kick It Out** deliver fan education sessions for fans who have used discriminatory language at matches or on social media and provide advice and support on issues relating to discrimination.
- **Football Supporters' Association** representatives participate in appeal hearings for supporters who have been sanctioned in accordance with our Sanctions & Banning Policy, ensuring an independent voice on every panel.
- **Level Playing Field** provide advice and support to our Access team on issues relating to disabled supporters.
- **Football Supporters' Europe** has provided valuable advice when planning for away matches in European competition.



HERITAGE ASSETS

The Club considers the Club crest and home shirt colours as Heritage Assets, in line with Rule M of the Football Association rules and regulations.

These Heritage Assets are a vital part of the Club's history and traditions and as such no change to either would be considered without prior consultation with the Fan Advisory Board and the wider fanbase.

TRANSPARENCY

The Club Board will regularly participate in FAB meetings, along with a Fan Forum and fan updates across Club channels. Each year, a Fan Engagement Report will be published in the Fan Engagement section of the Club's website and feature in our Annual Report and Accounts.



OFFICIAL SUPPORTERS' CLUBS

The Club is proud to work closely with its representative supporter groups and over 450 Official Supporters' Clubs around the world, partnering with them to support good causes and to hold events for supporters in N17 and beyond.

We would encourage supporters to join groups of fellow Spurs fans wherever they support the Club from or start their own groups.

Supporters wishing to form a new Official Supporters' Club or join an existing one can do so below:

FORM A CLUB

JOIN A CLUB



If you have a question about supporter groups or an Official Supporters' Club, please contact the following:

Levi Harris

Head of Supporter Engagement
levi.harris@tottenhamhotspur.com

Stacy Haley

Supporters' Clubs Manager
Stacy.haley@tottenhamhotspur.com

ASK SPURS

Supporters requiring information from the Club can visit our dedicated fan information platform **Ask Spurs** and the **Official Spurs + Stadium App**. Alternatively, questions can be submitted [here](#).

COMPLAINTS PROCESS

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

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



FOLLOW SPURS



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Official Spurs + Stadium App