



**THST**

**TOTTENHAM HOTSPUR SUPPORTERS' TRUST**  
ANNUAL REPORT 2015/2016

22 FEBRUARY 2016

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# INTRODUCTION

## THST IN 2015/16

If 2014 was a year of unprecedented growth for THST, 2015 has been one of unprecedented consolidation. What that means is that THST is now firmly established as the voice of Tottenham Hotspur fans in its dealings with THFC, the media and other football fan organisations in the UK and Europe. Most importantly, we are recognised by a growing number of fans as a credible body able to represent their interests.

### We have achieved this by sticking to some basic principles:

- We put the interests of Tottenham Hotspur supporters first and strive to ensure we get feedback and opinions on a regular, planned basis
- We work hard to open and maintain communication with all bodies whose work affects Tottenham Hotspur fans
- We strive to ensure we bring an informed and pragmatic approach to all the relationships we have
- We communicate regularly and openly with our members and prospective members
- We retain respect for a variety of viewpoints while never being afraid to take a position

By adhering to these principles, we have first and foremost forged a more positive working relationship with the Board of THFC than has existed before. There are still many areas of difference, but the Club now appears convinced that the Trust is a credible body to work with, and one that should not be side lined. We work hard to maintain an independent approach, while recognising that what we do reflects on the Club itself. And the feedback we have had from our members strongly suggests we are getting the balance between pragmatic engagement and principled advocacy right.

We also do not pretend we represent every fan and every strand of opinion. That is an impossible task. But we try hard to ensure the work we do reflects a broad consensus of opinion across our support. Everything we do is accountable to our members.

We also believe it is important to retain a connection to our roots. It can be all too easy for Trusts to become mere lobbying bodies or to become distant and overly bureaucratised.

So while we seek to develop an increasingly professional approach to our work, we also believe it is important that our Board has a healthy proportion of regular match going fans who experience the realities of following the team. That does not mean we dismiss the perspective of fans who, for whatever reason, cannot

attend regularly, simply that we recognise those who attend matches are likely to have a greater number of issues that need dealing with, and that they make a significant contribution in terms of time and money that should be acknowledged. Our ability to work increasingly efficiently and to deliver results strengthens our voice with the Club and at a national level, which can only be positive.

The enormous growth in our work and our profile means this year's annual report is the biggest yet. It also means that we must prioritise making sure some of our basic organisational functions are up to scratch over the next few months. And we constantly seek to balance our responsibilities as Board members with our status as unpaid volunteers with other responsibilities. The Board, and a growing number of valued, active supporters, have put in some tremendous work this year and credit is given towards the end of this report.

While it is good to recognise success, we must also recognise where we still face challenges and where there is room for improvement. We have striven to be honest about all those areas in this annual report.

Over the next two years, our Club faces some of the most significant developments in its history. So it is more vital than ever that we have a strong, well-equipped, dedicated and active Trust with as many members as possible.

Recruitment of new full members is absolutely essential and we urge every member to try to bring in new blood.

Finally, while we steer clear of detailed comment on playing matters, we cannot close without commenting on the situation we find ourselves in as this Trust year comes to an end. We are competing properly at the top level, with every match an event, for the first time in many years. And we are doing that with a young, likeable team that the fans identify with under the direction of a manager who has won respect throughout the game. And that is A Good Thing.

The connection between the fans and the Club is more positive than it has been for many years, and we think we have played our part in achieving that. While differences still remain, all involved in the Club at whatever level can take credit at having contributed to the feeling that we are, more than for some time, One Hotspur. All of you, our members, should also take credit for supporting the idea that fans can, and should, have a voice. COYS!

# MEMBERSHIP

The coming two years will be some of the most important our Club has ever faced. We will be leaving White Hart Lane to ground share for at least one season while our new home is being built. Having a strong, credible and representative Supporters' Trust is more vital than ever and we would urge as many fans as possible to join as full members. Today, the Trust represents c 11,000 members, including around 20 supporters clubs in the UK and across the world.

We will be mounting major drives to convert associate members to full members, and to sign up individual members of the Supporters Clubs who have affiliated. But there is no more effective recruitment tool than members themselves. If each one signs up one new member, we double in size. If each one of those new members signs up one new member, our growth really takes off. Please do talk to your fellow fans, get them to look at our website and follow us on social media so they can see what we do, and above all, ask them to consider joining.

## OVERSEAS SUPPORTERS CLUBS

OSC's continue to join the Trust, and we welcome their involvement. We spent some time earlier in the year looking at whether we could tailor what we were doing for OSCs a little more, but the feedback we received was that OSCs found being part of THST a valuable link with what was happening at Spurs and within the fan base. THST is viewed as part of the contact with 'home base'. OSC flags and banners are gradually becoming more visible in

the stadium on match days. We'd like to make particular mention of Norway Spurs, our largest affiliated OSC, who invited us to their AGM in London last autumn. We were grateful for the opportunity to explain the Trust's work and to take questions, and it was a real pleasure to share the hospitality we were so kindly offered.

## EXPERT WORKING GROUPS

Our call for members with expertise in various areas to volunteer their skills has been quite successful. We keep a central database of contacts and have members with skills in finance, architecture, planning, market research, building and communications registered. The Finance Working Group has been a particular success, providing much-needed advice and clarification on some complex issues.

## OTHER AFFILIATED BODIES

LGBT fan group The Proud Lilywhites and the Disabled Supporters Association are affiliated as group members to the Trust. Each group is a self-governing body independent of the Trust and so able to set and pursue its own policies when operating as an independent group. As a Trust, we stand against all forms of discrimination and advocate fair treatment for all, and so we strive to reflect that approach in the everyday work we do. We work alongside the Proud Lilywhites and the DSA on issues relating to their areas of work.



# FINANCES

The Trust's financial performance in the year to 31st August 2015 was extremely encouraging and, for the first time in a number of years, the Trust returned a surplus position.

Income for the period was £5,560 and, when netted against operating expenditure of £2,900, produced a surplus in the year of £2,660. This surplus position represents a significant turnaround from the £1574 loss reported just two years ago.

The Income of the Trust consists primarily of membership fees although donations of £250 were gratefully received. Expenditure in the year continues to reflect a fair percentage of income with costs primarily incurred in relation to our web upkeep, professional fees and trust related events and seminars.

The balance sheet of the Trust (the gauge of financial health) remains strong with Net Assets of £12,094.

Overall the financials reported by the Trust for the year ended August 2015 are extremely strong and are a testament to the hard work that went into improving the membership administration in the previous year. It is now vital that we continue to maintain and ultimately grow our membership base to provide a platform to allow the Trust to climb to even greater heights.



# COMMUNICATION

## MEMBERS MEETINGS – May and October 2015

We held two members meetings as we started to try and give more members the chance to discuss the work of the Trust. In May, THFC's Senior Safety Officer, Sue Tilling and some of the match day stewarding team accepted our invitation to be guest speakers, and in October, we threw the entire meeting open to the floor. The discussion that followed was extremely useful and we hope to continue with meetings of this kind during the coming year. [Reports of the meetings in May and October are on our website in the News section.](#)

## END OF SEASON SURVEY – JULY 2015

We decided to close our annual End of Season Survey to paying members only on this occasion rather than opening it up to the wider Spurs fan base and over 1000 members completed this last summer. Reducing the price of going to the match came out as the number one priority from respondents. Overwhelming majorities wanted to see cheaper tickets, a greater range of pricing and felt that the money currently coming into the game should be used to reduce ticket prices.

The End of Season Survey ensures we are campaigning on the issues that fans care about the most and provides us with strong evidence of what supporters think which we can reflect when dealing with the Club. It is important that we continue to conduct these surveys and receive as many responses as possible to keep our views as representative of our members as possible.

## NEWSLETTERS

We continue to send out a newsletter at the start of every month to members, detailing the work we have done. The feedback we get suggests members find this very work we have done over the previous four weeks useful, and

we're grateful for the many positive comments we've had. It is absolutely key that we keep our members informed about what we are doing, and provide the opportunity for you to send us your comments. Full members get this before anyone else, but we continue to place the newsletter on our website to encourage other fans to join. We believe that showing an active Trust and highlighting its successes is key to recruiting new members. We also send the monthly newsletter to our Overseas Supporters Clubs, after experimenting with a custom OSC newsletter. We found OSC members liked receiving the same comms as other members, so we continue with a single monthly report, but hope to feature more news from OSCs in future.

## TWITTER

Our Twitter account, with over 25,600 followers, is one of our main channels of communication. We're aware of the limitations of Twitter, but its reach and instant messaging capacity means it can be used to put out and receive useful information, and to keep the Trust's profile up. We adhere to a strict policy of only tweeting directly relevant information in order to maintain the account's reputation as a reliable and valued source of information. We will not get involved in lengthy, detailed discussions on this forum and we do not respond to abuse which, unfortunately, seems to be increasingly prevalent on social media.

## FACEBOOK

Our Facebook account has nearly 5,000 likes and continues to provide an effective way of communicating our work and important information to supporters. Limited capacity means we cannot be as responsive to people's comments and messages as we would like, however we do always try to reply within a reasonable time frame.

## MEDIA CONTACTS

We are now firmly established as a go-to source of information for sports and news media in the UK, with an increasing number of requests for comment coming from overseas media. We try to always respond as quickly as possible within the confines of our day jobs, with co-chairs Katrina Law and Martin Cloake acting as our primary contacts. This may be a good opportunity to give some national news media organisations a gentle reminder that we aren't always close enough to White Hart Lane to go there for an interview, but we will do whatever we can to provide either comment or background information.

## WEBSITE

Our website remains the most extensive source of information for members, and we have maintained a simple one-click sign up operation on it to encourage new members to join. One of our first tasks of 2016 will be to fully integrate our new membership database with it, and to sharpen up the look of the site as well as develop the written content.

## BLOGS

We contribute to blogs on the Football Supporters' Federation website, and to other Trust websites, particularly in the run-up to away games. We also provide information and comment to the Spurs blogs who regularly get in touch and ask about our work.

## PODCASTS

During the year, a number of Spurs podcasts have kindly invited us on to talk about the Trust's work, or interviewed one or other of the Board members. We'd like to thank The Fighting Cock, The Tottenham Family Podcast, Hotspur America and The Spurs Show, amongst others.

## INTERNAL COMMUNICATION

In addition to outward communication, it's vitally important that the THST Board functions as a coherent unit internally. We meet once a quarter as a Board and three times a year with the Board of THFC, with numerous other meetings between relevant sub groups throughout the year. Formal meetings from the last AGM to date are listed below:

THST Board Meeting – 23 February 2015  
THFC/ THST Board to Board Meeting – 30 March 2015  
THST Board Meeting – 1 June 2015  
Prep meeting for THFC Board session - 16 June 2015  
Stadium build update meeting with THFC – 24 June 2015  
THFC/ THST/ Populous Meeting - 13 July 2015  
THST Board Meeting – 2 September 2015  
Prep meeting for THFC Board session - 24 September 2015  
THST/ THFC Board to Board Meeting – 29 September 2015  
THST Board Meeting – 16 November 2015  
THST Board Meeting – 18 January 2016  
THST/THFC Board to Board Meeting – 10 February 2016

## MEDIA TRAINING

We engaged the services of a professional media trainer for a session of media training for all Board members. This was found to be extremely useful and we'd like to thank trainer Chris Wheal for helping to make this a success.

# CAMPAIGNS

## TICKETING

### THFC specific and ongoing

Ticketing remains one of our key areas of work.

- We have argued successfully to keep season ticket and match day prices frozen for the 2014/15 and 2015/16 seasons
- We have argued successfully against an earlier season ticket renewal date for 2016/17
- We continue to oppose the planned increase in prices next season, an increase we feel cannot be justified against the backdrop of unprecedented levels of income for football
- The Club has listened to our concerns on pricing when setting prices for home cup games. Fans benefitted from lower prices at games against Arsenal, Leicester City, Fiorentina, Palace and the UEL group stage matches so far this season
- We also welcome the differential in pricing for members and non members, displayed in the recent Leicester City FA cup pricing, acknowledging those supporters who invest in a One Hotspur subscription each season

### Away Supporters' Initiative

Since 2013, the Premier League has required all clubs to spend £200K per season to enhance the Away Fans experience. THST continues to discuss with THFC how this money is spent.

THST would welcome a £1.50/2.00 ticket price reduction per away match, but this is not favoured by the Club, hence other avenues are explored annually. For the 2015/16 season:

- Coaches will run to every destination outside London for a maximum of £10, with several 'free' coaches, too. We continue to press for these to be communicated well in advance
- Subsidised trains are also being explored again, although lack of available rolling stock and train operator unwillingness make this difficult. A subsidised train was secured at short notice for the Leicester FA Cup replay, thanks to the efforts of Head of Supporter Services, Jonathan Waite
- Air transport for the end of season Newcastle fixture (after the success of this last April) is being investigated
- Food and drink vouchers (which can also be spent at home games) are being considered
- THFC paid for tickets for our fans who travelled to Baku for the away UEL match v Qarabag
- THFC provided free coaches for the Sunderland game on Sunday 13 September and for the Everton game on Sunday 3 January

None of this season's £200K will be spent on improving the away section at White Hart Lane. All of it will directly benefit our travelling fans.

### Loyalty points

[THST collates all match categorisation, pricing, allocation and loyalty point cut off details for every THFC away game in the Premier League each season.](#) Data for the last three campaigns can be viewed on our website.

THST also contributes to discussion on deciding the number of points awarded for each domestic away match, following on from the agreement last season that points would run from 1-4 for domestic matches and be dependent on opposition, location, time and day of kick off and TV selections. Five points is reserved for home cup games, to incentivise attendance, and for European away matches only.

### Pricing for the new stadium

The Trust's finance working group has begun looking at drawing up properly costed suggestions for accessible ticket-pricing models at the new stadium. We continue to argue for a spread of price points as wide as possible, and to make the Club aware of the considerable financial burden regular match-going fans already bear. Dedicated meetings around pricing in the new stadium with THFC's ticketing executives commence in earnest in Q1 2016.

### StubHub

THST's position on StubHub has been clear for some time. We oppose the use of so-called secondary ticketing agencies to drive prices up, and we believe a ticket exchange should be a service, not a revenue generator. News of the contract renewal for a further two years with StubHub in March was not particularly welcomed by the Trust.

However, we were encouraged by securing further concessions on the site and by the agreement from StubHub to fund a Corporate Social Responsibility project with the Tottenham Hotspur Foundation.

After asking for an update on this project, Donna-Maria Cullen, Executive Director at THFC, confirmed that "the relevant people on both sides have been working on an appropriate initiative and have now fixed upon a pre-apprenticeship programme. This will offer the most vulnerable young people in our communities access qualifications and pathways to employment. We are now working on the finer details and will announce the programme in due course. It's a really good programme so delighted we have them funding this".

We continue to work with the Football Supporters' Federation, the Premier League, other Trusts and potential ethical suppliers to establish a fair and proper ticket exchange platform.

## WE CONTINUE TO PUSH FOR WEMBLEY AND THFC TO CONCLUDE A DEAL TO SECURE A GROUND SHARE FOR OUR YEAR AWAY FROM WHITE HART LANE

### NATIONAL CAMPAIGNING

#### FSF WEEKEND OF ACTION – 3 AND 4 OCTOBER 2015

We backed the Football Supporters' Federation's national weekend of action in October in support of the ongoing campaign for lower ticket pricing. THST was present with the FSF's 'Twenty's Plenty for Away Fans' banner, and met representatives from Swansea grass roots fan groups for photo opportunities, as well as displaying the banner in the ground. We had hoped to organise a more eye-catching demonstration but encountered some resistance from Swansea, something we found disappointing coming from a club with fan representation on the Board. We took the decision to contact Swansea and ask for official permission for the protest because we wanted the focus to be on the pricing campaign, not the logistics of banner display. But, after the issues we encountered, we will be rethinking our approach to future protests.

#### Premier League shareholders meetings

Along with a number of other Trusts, we were very disappointed that the November 2015 Premier League shareholders meeting failed to discuss ticket pricing, despite some encouraging comments from senior figures in the game about the need to acknowledge the current debate on ticket pricing. We continue to work alongside other Trusts and national fan organisations to secure an increase in the Away Supporters' Initiative and for a proportion of the new TV deal money to be used to address fans concerns. We also continue constructive discussions with the THFC Board to persuade them to make a positive contribution to any discussion on ticket pricing at Premier League level.

THST co-chair Katrina Law was again invited to be part of the delegation due to meet with the Premier League ahead of the February 2016 shareholder meeting, and preparations were under way as this report was being compiled.

#### Casework

In addition to organised campaigning around specific ticketing areas, we assist individual fans on a daily basis with a wide range of issues from booking fee overcharges and missing match tickets to ejections, suspensions and stadium bans. Owing to the confidential nature of each case, this is not an area of work that we can easily publicise but the customer service and facilitation aspect of our offering is amongst the most valued to those who have directly benefitted over the past year.

#### NEW STADIUM

##### Northumberland Development Project

During the year, we have continued to back efforts to move ahead with the new stadium. Our position is still one of full support for the stadium project and our primary reason for giving that support is that Spurs fans will benefit. We also believe that there will be greater wider benefits for the local area if the project goes ahead than if it doesn't. We wrote to Haringey Council to make clear why fans support the new stadium project.

#### Planning permission for the new stadium

At the close of 2015, Haringey Council approved plans for the new stadium, with representatives from the THST Board observing the meeting on 16 December at Wood Green Civic Centre. We continue to work closely with the Club to discuss everything relating to supporter experience at the new stadium, with an obvious priority area being pricing policy. Our finance working group is currently drawing up some detailed proposals.

We also met with the stadium manager and project architects, Populous, to look at more detailed plans for the new stadium and, in particular, issues around crowd flow and safety that mean three of the four heritage buildings needed to be moved or demolished.

We faced a tough choice here, because we know how important fans believe retaining a sense of identity and history is. However, we cannot see another solution that would enable fans to move around the new stadium safely. With fans heavily in support of the new stadium, and with fan safety a key area of concern to us, we took the decision that we could not support the retention of the heritage buildings. We are pleased that plans for a heritage element in the new stadium will mean features such as Bill Nicholson's old office in the Red House will be open to supporters, whereas currently it is not.

#### London Ground for a London Club campaign

[THST ran a survey in May to gauge supporters' views on the key issues surrounding the proposed Ground share season.](#)

Every survey we have carried out on this subject shows overwhelming support for keeping the Club in London for the year we must spend away from White Hart Lane, with Wembley the preferred destination. Our 'London Ground for a London Club' campaign continues to push for this solution. We asked fans to write to Greg Dyke at the FA urging him to help us secure 'a London Ground for a London Club' while we're away from White Hart Lane, and we wrote an open letter to him. We also contacted local MP David Lammy and London Mayor Boris Johnson, who has backed keeping Tottenham Hotspur in London. Senior figures at the FA have also said they have no objection in principle to us playing at Wembley.

We continue to push for Wembley and THFC to conclude a deal to secure a ground share for our year away from White Hart Lane. We'll also continue to work to ensure issues around migrating fans from the current stadium to a temporary home and then to the new stadium are addressed in a manner acceptable to the majority of fans.

# CAMPAIGNS

## Twickenham Stadium Tour

Trust member and Twickenham Tour Guide, Philip Newfield, kindly arranged a bespoke visit to Twickenham stadium on Thursday 18 June for both THST and THFC. Martin Cloake and Katrina Law attended for THST, with Head of Supporter Services at Tottenham Hotspur FC, Jonathan Waite, and a number of the Club's tour guides in attendance. THST representatives picked up some food for thought on how match day crowds are dealt with, and on the options for balancing heritage and identity with modern commercial demands.

## SAFE STANDING

THST Board members Paul Head and Keith Sharp joined senior Club officials and representatives of the new stadium designers, Populous, for a 'Safe Standing Roadshow' demonstration in July. THST supports Safe Standing areas in the new stadium because our regular supporter surveys show strong backing. The idea of the Safe Standing design is to allow safe, secure, manageable (from the stewarding point of view) standing areas. THFC is designing the new stadium in a way that allows for some Safe Standing, should the legal go-ahead be given.

THFC is currently unable to introduce standing areas due to Government legislation that requires stadia in the top two divisions in England and Wales to be all-seater. There is growing support for a change in legislation to allow standing areas at football, including cross-party support in the Welsh Assembly and from the Football Ombudsman.

THST will be writing to the Secretary of State for Culture Media and Sport, who has responsibility for the issue, to request that he looks again at the legislation and considers, at the very least, to allow a trial of safe standing. You can see photos of the demonstration on our [Facebook Page](#).

## VOTE FOOTBALL

Ahead of the General Election, THST joined other Trusts and the Football Supporters Federation in an initiative to encourage fans to lobby their MPs and prospective MPs for football reform. The [Vote Football site](#) enabled fans to easily mail their MPs and Parliamentary candidates to push the case for legislation to reform the way football is run. Fans of more than 97 clubs sent over 7,164 messages to more than 2,683 of the 3,971 candidates standing in the election, raising the issue of football governance reform in at least 437 of the 690 constituencies.

## OLYMPIC STADIUM COALITION

THST joined forces with fan organisations from Charlton Athletic, Leyton Orient, Crystal Palace, Arsenal, Chelsea, Fulham, AFC Wimbledon and QPR to launch a petition on

the No 10 site demanding a public inquiry into the deal for the Olympic Stadium between the London Legacy Development Corporation (LLDC) and West Ham United Football Club. We believed the terms of the contract raised serious questions about fair competition between clubs, and over the level of taxpayer support going to a private business, so we joined a growing coalition of Supporter Trusts in calling for detail to be released.

THST issued a statement on 19 August, along with a press release from the [coalition of London fan groups](#). The petition required 10,000 signatures to receive a response from the Government and reached that total in under a day. The campaign now has the support of 14 Trusts across the country, plus a number of MPs, GLA members and other organisations, and is one of the largest cross-club fan campaigns ever seen in England. Over 25,000 people have signed the petition.

As a result of increased pressure and an appeal to the Information Commissioner's Office by a member of the coalition, the ICO subsequently ruled that the details of the deal must be made public. London Mayor Boris Johnson also dropped his opposition to the deal being made public during a heated Mayor's Question Time at the Greater London Assembly in September.

On 1 October, the LLDC lodged an appeal against the request to publish full information. A public body using a public resource to block a decision that is clearly in the public interest to implement raises questions about whose interests the LLDC is acting in.

We've emphasised at all times that this is not a tribal, anti-West Ham campaign. It is about fairness of competition and transparency in public finances. The campaign goals are:

- The full publication of the commercial terms of the contract agreed between Boris Johnson and the LLDC (London Legacy Development Corporation) and West Ham United
- This is about whether information around the financial agreement to use a publicly owned stadium by a privately owned football club should be a matter of public interest
- This is about ensuring public money is used well, and that it is not used as a subsidy to give one football club a financial advantage over others

A tribunal hearing is to be held on 25 January 2016 and we hope the deal will be published in full as a result.

## LIVING WAGE

Board member Kevin Fitzgerald attended a discussion on the Living Wage at Premier League clubs, called by Frank Field MP at Portcullis House, Westminster on 18 September.

The Premier League has signed up to a voluntary Living Wage agreement, effective from the start of the 2016-17 season. However, this will not cover outsourced workers so one objective is to extend its coverage to all staff.

The Football Supporters' Federation is about to conduct an audit of each Premier League club and the Trust will, for its part, continue to seek up to date information from the Club.

Frank Field is also contacting ministers and tabling parliamentary questions.

THFC pays all of its full time staff the Living Wage. The Club has also participated in discussions with all of its third party suppliers, including cleaning and catering contractors, and has a commitment from them to move towards paying their full time staff the Living Wage. In respect of the caterers, this has been achieved mid-contract.

The Club said that, unfortunately, owing to the large number of contractors and sub-contractors involved in the stadium build - upwards of 800 - it would be unfeasible and impractical to ensure all are paid the Living Wage. We continue to discuss the detail of this campaign with fair pay campaigners and the Club.

While we work primarily for the interests of Tottenham Hotspur supporters, we also try to ensure we work with the interests of the local community in mind. Our articles of association demand we do so, and we also have a genuine commitment to this – not least because the fact that we are Tottenham Hotspur from Tottenham is still so important to so many fans.

This can be a challenging brief – especially so in the current circumstances. The fact is that a private business, a football club, has become the catalyst for the regeneration of one of the most run-down areas in the country.

And that businesses new stadium, so vital to its own development, is in turn largely dependent on its ability to spark regeneration. Whether that is a desirable situation or not, it is a fact we have to deal with.

As a Supporters' Trust, we cannot get involved in many of the wider economic and political debates about the rights and wrongs of particular areas of urban regeneration – nor are we equipped to. What we can do is attempt to ensure that the widest possible set of interests is served. The fact that tensions exist cannot be denied. Our attempts to work more closely with some of the local community-based groups have fizzled out because of some fairly fundamental differences. Our basic position is that the stadium needs to go ahead so that more fans can see games and so that the Club does not fall behind.

We also believe that, whatever the arguments about regeneration, some is better than none. Some of the local community groups do not share that view. While we respect their right to hold whatever views they chose, we will not let ourselves be co-opted into other agendas. Instead, we work wherever we can to advocate community benefit – while never claiming to speak for the local community. And we contribute to and support the work of the Tottenham Hotspur Foundation and the Club's community projects. We believe football can play its part in improving communities and lives, but we do not think it can replace that which is not being provided by local or national government.

#### **ANTWERP ARMS**

The community buy out of the Antwerp Arms, to which the Trust contributed in 2014-15, was completed in April 2015 when the Antwerp Arms Association Management Committee took control of the day to day management of the pub. The Antwerp, in addition to providing locally brewed craft beers and cheeses, organises and hosts regular events for the locals and is planning for the opening of a kitchen and the provision of quality pub grub. A Grand Opening 1st Anniversary is being planned for Sunday 1 May 2016.

Kevin Fitzgerald attended the AAA's first AGM in September and has taken on the role of liaising between the pub and the Trust. Discussions are ongoing to find practical activities of mutual benefit.

#### **NEW RIVER SPORT AND FITNESS CENTRE**

The Trust promoted and supported the reopening of the refurbished and modernised New River complex in White Hart Lane. The opening was planned for July 26th, with the Trust Board planning a presence there, but a postponement to August and vacation arrangements prevented this. We will keep a watching brief on New River activities and provide information of those of special interest to Spurs fans.

# CHARITY

## FOOTBALL TO AMSTERDAM – JUNE 2016

We had been looking for a flagship charity event to back for some time, and got the opportunity after being invited by Prostate Cancer UK to an evening in the company of Martin Jol. THST is currently assembling a team of cyclists for the annual Prostate Cancer fundraiser next June. To date, we have a team of thirteen riders, the largest of all Premier League clubs and the second highest of all clubs involved. Hundreds of football fans will depart from the Olympic Stadium or Oakwell Stadium, Barnsley, and ride to Amsterdam, raising money for the charity. THFC is supporting this initiative and has shared our call for volunteers on its social media channels. We have also contacted other Premier League Trusts in the attempt to boost the number of riders and teams.

In addition to each of our riders having their own fundraising page, we have launched a page for the team as a whole and are appealing to Trust members and the wider fan base to chip in with donations. You can find the team page at: [www.justgiving.com/cycle-on-you-spurs/](http://www.justgiving.com/cycle-on-you-spurs/) For more information on the challenge, please visit [the website](#) or email [kevin.fitzgerald@thstofficial.com](mailto:kevin.fitzgerald@thstofficial.com)

## BRADFORD FIRE COLLECTION – MAY 2015

Before and after the home match with Man City at the start of May, we took part in the fund raising bucket collection for the victims of the terrible 1985 Bradford City fire. We raised £490, which was matched by the Premier League. In addition, Spurs and Manchester City each

donated a further £500, which was much appreciated. The money was subsequently passed on to the Bradford Burns Unit/PSBRU (Plastic Surgery and Burns Research Unit).

## SHEFFIELD FC – SEPTEMBER 2015

Last autumn, we sent a message of support and a £50 donation to Sheffield FC to back their efforts to return 'home'. Sheffield FC is the world's oldest football club and so occupies a historic place in our football culture. The club is crowdfunding a campaign to return to the ground where football was born, and details can be found on the campaign website.

## TOTTENHAM HOTSPUR FOUNDATION Premier League Enterprise Challenge

THST Board member, Kevin Fitzgerald, Chris Paouros from Proud Lilywhites and Richard Griffiths from the Spurs Marketing team formed the judging panel for this annual challenge, in which the Premier League invite schools local to each Club to compete. This year's challenge was to outline a strategy to encourage more fans to spend more time in the stadium on match days.

Teams of six or so 13-15 year old school students from St Mary's, Cheshunt, St Thomas More, Tottenham, the Foundation's Tottenham UTC and St Andrew the Apostle, Barnet, presented their ideas at White Hart Lane. St Andrew the Apostle stood out with an excellent

presentation and now go on to the regional finals at the Emirates in February.

THST would like to thank Gareth Dace, the Schools Education and Enterprise Manager at the Tottenham Foundation for the invitation to take part in this very enjoyable task.

# POLICING & SAFETY

Policing, safety and security has been an area we prioritised this year, and one in which we have made significant advances. Our aim has been to deepen our understanding of the issues involved, and to present the Trust as a credible voice to represent fans and advocate their greater involvement in issues directly affecting them. We have achieved varying degrees of success at Club and at national level. New Board member, Kevin Fitzgerald, has taken on some of the workload in this area alongside Martin Cloake and Katrina Law.

We have an excellent working relationship with THFC's Senior Safety Officer Sue Tilling and, following agreement from Haringey Council that the Trust should, in principle, be able to contribute to the local Safety Advisory Group – the key body that makes decisions around match days – we will soon be starting work on properly training Trust reps to support this involvement. We'll also be drawing on the experience of the Football Supporters' Federation and, in particular, their indefatigable caseworker Amanda Jacks, and hope to produce something that can act as a template for other Trusts.

The relationship between THST and THFC's safety team was enhanced by a major project we agreed which was to shadow the match day security operation. Board members Martin Cloake, Kevin Fitzgerald and Katrina Law and Board consultant, Bernie Kingsley, who had long experience of working with the safety contacts at the Club and the council, shadowed the match day operation at the

home games against Manchester City, Liverpool, Aston Villa and Newcastle United. Both the Club and the Trust felt useful insight was gained, and we are in the process of compiling a full report back to be shared via the FSF nationally as an example of good practice.

We'd like to formally record our thanks to Sue, her stewarding team, and Head of Supporter Services, Jonathan Waite, for helping to organise and make such a success of this project.

We also deal directly with other clubs and police forces where necessary. While we, along with the Club, have a very good working relationship with our own police contacts, the story is not quite so positive with some other clubs and forces. Too often we have to argue even for the right to be represented, and clubs adopt an unnecessarily defensive stance when basic service issues are raised. We will continue to advocate proper consideration of the supporter voice wherever necessary.

THST co-chair Martin Cloake also chaired a fringe meeting on fan involvement in policing and safety at the Supporters Direct/FSF Fan Summit in Manchester in July. To be clear, we do not and will not police our own fans – that is not the role of a Supporters' Trust. Our role is to retain the confidence of our members and Spurs fans in general that we can be an effective advocate for fair treatment and the input of supporters into decisions that directly affect them as possible.

The following meetings were attended during the year:

- [Meeting with CFC – April 2015](#) Representatives of THST met with Chelsea Football Club on the evening of 23 April to discuss the delays experienced by many of our fans accessing Stamford Bridge at our league match on 3 December.
- [Police Safety Forum – May 2015](#) Representatives from THST, THFC, Metropolitan Police and Haringey Council met for the end of season Police Safety Forum at WHL on 13 May.

London Football Club Fans Conference – June 2015  
Martin Cloake and Kevin Fitzgerald attended a meeting at New Scotland Yard called by the Met's Head of Public Order in conjunction with the Football Supporters' Federation. In attendance were representatives from London clubs, London-based reps of clubs including Liverpool, Leeds, Everton and Manchester City, the FSF and a football lawyer. THST reps felt there was willingness by the police to listen to fan views and take on suggestions, and it's hoped this positive working relationship can be built on.

## North London Derby meeting at New Scotland Yard November 2015

THST representatives attended a policing meeting at New Scotland Yard ahead of the match at Arsenal on 8 November. Reps from AFC, the FSF and various Arsenal fan groups were also present. This was an opportunity to discuss with all stakeholders key areas for concern following an eventful match in the Capital One Cup at White Hart Lane in September. Police presence and approach, fan escorts, catering arrangements (including alcohol) in the away end at the Emirates and any potential hold back of Spurs fans were covered in a session that was valuable in the push for formal fan representation in such meetings and on Safety Advisory Groups in the future. Following the match, THST canvassed fans for feedback on policing and stewarding – both positive and negative – and those responses have been compiled into a report which will be shared at the debrief meeting with the Met, THFC, AFC and the FSF.

## Casework

We continue to represent individual cases, using legal advice provided through the Football Supporters' Federation and our own legal contacts where necessary. For obvious reasons, we can't go into great detail about individual cases. In general, we attempt to ensure fans are dealt with fairly and proportionately and, in the majority of cases, we achieve this.

# EXTERNAL ORGANISATIONS

WE REMAIN COMMITTED TO PLAYING OUR PART IN THE NATIONAL FAN MOVEMENT

## SUPPORTERS DIRECT AND THE FOOTBALL SUPPORTERS' FEDERATION

THST sees actively participating as part of a national fan movement as an integral part of our work as a Trust. It allows us to draw on best practice, and to influence national debate and policy affecting football fans. We attend meetings and events whenever possible, and we maintain a working relationship with Supporters Direct, which deals with issues around governance and fan representation at Board level, and with the Football Supporters' Federation, which deals with most other issues involving football fans.

We've continued to play a leading role in the FSF's 'Twenty's Plenty' campaign, and in the ongoing campaign to persuade the Premier League shareholders to use a proportion of the new TV deal to bring down ticket prices. THST co-chair, Katrina Law, has been a member of Premier League Trust delegations on a number of occasions.

We remain committed to playing our part in the national fan movement, but we also have a responsibility to voice our concerns on a number of fronts, especially as our membership of Supporters Direct costs us £100 a year. (FSF membership is free).

Supporters Direct has a vital role to play in efforts to secure greater supporter involvement in the clubs we follow. But in the last year it has, at times, appeared directionless and has made a number of decisions we think were misguided.

It refused to back the Vote Football initiative ahead of the General Election, missing the chance to push for policy that lies at the very core of SD's reason for existence. Instead, it was left to the grass roots to fund and implement a campaign that still achieved success in raising the profile of our arguments, but which could have been so much better with SD involvement.

In submissions to the government's Expert Working Group on football governance, specific issues relating uniquely to the situation at Premier League clubs were not put forward and the input of the PL Trusts sidelined. This was regrettable, and may mean a significant opportunity has been missed at a time when the appetite for reform of the game has never been stronger.

It remains our position that, while PL Trusts are part of the wider football movement, the ownership and financial realities at PL clubs means that the debate around supporter ownership and involvement is significantly different to the debate at other levels of the game. This needs to be reflected in the work SD does.

We are also concerned that internal reorganisation means SD has lost some of the outward looking, campaigning perspective it had.

The organisation is carrying out a review of the way it operates, but we are concerned that much of this is driven from within the organisation rather than utilising a spread

of internal experience and external perspective. We have also been among those Trusts arguing for a greater degree of planning and transparency in the conduct of the ticket pricing campaigns instigated by grass roots fan organisations and the FSF.

We also believe strongly that, if we are to convince the football authorities that we are credible organisations worth dealing with, we must use the Supporters Trust model to establish democratic, accountable and properly established single points of contact at each club. This does not exclude the possibility of working with other grass roots fan groups. It does mean we have to recognise that if we claim to speak on behalf of fans we must be fully accountable and properly constituted. We believe we have demonstrated it is possible to work inclusively with other fan groups while also positioning the Trust as the central point of contact with both the Club and the football authorities since our relaunch.

Trust Co-chair, Katrina Law, was elected to the SD England and Wales Football Council in February 2016 for a 3 year term - providing Premier League Trusts with a voice on the Council for the first time.

## Other Trusts

We have productive working relationships with Trusts and fan groups at Liverpool, Everton, Manchester United, Chelsea, Arsenal, Crystal Palace, Aston Villa, Leicester

City, Charlton Athletic, Leyton Orient, Fulham, QPR, Newcastle United, Norwich City and AFC Wimbledon. The work we do with other Trusts is some of the most productive we do, enabling us to pool knowledge and take practical action based on frontline experience. We particularly value the work we do with colleagues in the Premier League Trusts network, work that enables us to campaign around some of the unique challenges facing supporter organisations at this level.

## WE STRIVE TO BRING AN INFORMED AND CONSTRUCTIVE APPROACH

### **MATCH DAY PLAYLISTS**

THST is always looking for ways to involve fans more in the match day experience so when we came across an initiative by Barnsley FC encouraging supporters to suggest tracks for pre-match, half time and post-match intervals at Oakwell, we got in touch with the marketing department at Spurs to ask if they would be interested in doing something similar. We were delighted when Spurs took this on board and invited fans to suggest music for the content on the stadium jumbotrons in the hour before kick-off. This now forms regular content across THFC's social media channels ahead of all home matches.

### **THFC FANS' FORUM**

THST was pleased to receive eight places for our members at the THFC Fans' Forum with Daniel Levy, Mauricio Pochettino and Hugo Lloris at Lilywhite House on Wednesday December 2. All full (paying) members of THST were invited to complete a short questionnaire to be entered into the ballot for one of these spots, with the successful applicants being notified on Friday 20 November. THST representatives Kevin Fitzgerald and Keith Sharp were in attendance to meet and greet the winners on the evening.

### **TRANSPORT**

With the assistance of Bernie Kingsley, who kindly agreed to take on a consultancy role due to his experience of dealing with transport issues at White Hart Lane, we have worked on a number of issues including the match day train service, plans for the redevelopment of White Hart

Lane station, match day parking and traffic and other related issues.

It's safe to say some of these areas have been challenging, not least because it still seems necessary to remind public authorities that consulting and listening to the people who use their services would be a good idea. As in all our other areas of work, we strive to bring an informed and constructive approach to the table, in order to strengthen the case for our involvement as well as to resolve any issues.

### **ROUND UP OF EXTERNAL EVENTS ATTENDED**

- Premier League ticketing meetings – February, March 2015, January 2016
- FSF Regional Meeting – February 2015
- SD Regional Meeting – March 2015
- London Football Club Fans Conference – June 2015
- FSF pilot podcast recording – June 2015
- Swindon Spurs AGM – June 2015
- Supporters Direct Summit – July 2015
- Premier League Fan Conference – July 2015
- Living Wage Session with Frank Field MP – September 2015
- Norway Spurs AGM – September 2015
- FSF Awards – December 2015
- SD Regional Meeting – January 2016

# OBJECTIVES FOR 2016/17

Our objectives for the coming year are simple to state, but will be extremely challenging to achieve. And all will be much easier to achieve if we succeed in our first aim:

- **Increase members**

To put it simply, the more members we have, the stronger our voice becomes. We will be mounting major membership drives in the coming year, seeking to convert associate members to full membership and to bring in new members.

- **Ticket pricing**

We understand the Club faces financial challenges in funding the new stadium. But, after price increases of over 700% since 2001 and with unprecedented amounts of money coming into the game, we will continue to oppose increasing the financial burden on fans. We will continue to do this at both Club and national level.

- **New stadium**

We will continue to support the building of the new stadium, and for there to be maximum fan input into that stadium. We believe involving fans as much as possible can help create a unique arena that lives up to the traditions of the Club. We will argue, in particular, for maximum flexibility in pricing to enable as wide a range of fans as possible the chance to get into the new stadium. We will continue to argue for the incorporation of a Safe Standing area once legislation allows it. And we will work with the Club on issues relating to fan migration.

- **Keeping Spurs in London**

We remain committed to securing a London Ground for a London Club. And once our ground share destination is secured, we will work with the Club on issues around fan migration, pricing and travel.

- **Safety and security work**

We will continue to develop our work with safety staff, local authorities and the police to improve the match day experience for fans. We will continue to push for formal representation on Safety Advisory Groups, and to develop the framework training project we have discussed with THFC and the FSF.

- **Casework**

Our casework load is growing, and we take this as a sign of success. We will continue to make ourselves available as much as possible for fans needing advice, particularly around issues relating to ticketing, stewarding and policing.

- **Work with other organisations**

We will remain committed to active and constructive involvement in the wider support movement.



# THST BOARD AS OF 2015 AGM

Darren Howlett – Chair\*  
Katrina Law – Secretary+  
Adam Bailey – Treasurer  
Martin Cloake  
Paul Head  
Ellie Kershaw\*  
Suraj Sharma

\*Stepped down at AGM  
+ Stood for re-appointment at AGM

# THST BOARD AS OF 2016 AGM

Martin Cloake, Co-chair+  
Katrina Law, Co-chair  
Adam Bailey, Treasurer+  
Suraj Sharma, Secretary+  
Kevin Fitzgerald  
Paul Head+  
Adam Manson\*  
Adam Nathan\*  
Keith Sharp

\*Stepping down at AGM  
+ Standing for re-appointment at AGM

# THANK YOU

Our continued success would not be possible without the help of a great number of people on many different levels. Martin Buhagiar has helped us out with some of our newsletter and press work, Bernie Kingsley on our transport work and Michael Green and Richard Edis have contributed financial expertise. Eddie Biber has liaised with Board members regarding policing and security.

Alan Landeryou has continued to give invaluable assistance with technical and database issues. Sam Whiteman and Jay Kesaria at Nabarro have provided legal advice and also hosted a great number of our meetings. Philip Newfield kindly organised a bespoke tour of Twickenham for us. And Brinley Clark continues to supply eye-catching graphics, helping us present our work in an attractive and easily digestible way.

We have also benefitted from and enjoyed greatly the advice, support and input of Kevin Rye, Amanda Jacks, Duncan Drasdo, Tim Payton, Tim Rolls, Victoria Goodfellow, Kevin Miles, David Rose, Michael Brunskill, Melanie Cooke, Ali Gurden, Anna Burgess, Jay McKenna, Roy Bentham, Cathy Long, Richard Davies and many others. If we have missed anyone out, please accept our apologies. We value the working relationships and friendships forged in the work we all do, and we could probably fill the entire report with list of people who have helped and advised us.

We'd also like to give special thanks to Sue Tilling, senior Safety Officer at Spurs, and her team of match day stewards, both home and away, not just for the work outlined in this report but for the care and understanding they show our fans, particularly at away games, season after season. Your work is respected and acknowledged by travelling Spurs fans. Our Head of Supporter Services, Jonathan Waite, also deserves to be singled out for the efforts he puts in on our behalf, and into answering the barrage of questions we fire at him. Thanks also to Donna Cullen, Executive Director of THFC, for maintaining a Board level dialogue with us over the past 12 months.

## CONTACT US

We are always available to answer questions or help advise our members. Each Board member can be reached via email by using  
FIRSTNAME.LASTNAME@THSTOfficial.com

There is also a general email address of info@THSTOfficial.com should you be unsure who's best placed to answer your query.

For any membership or finance questions, please contact  
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