

ANNUAL REPORT

2018/2019

26 FEBRUARY 2019



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JONATHAN WAITE



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HE CARED PASSIONATELY ABOUT FOOTBALL SUPPORTERS, AND WORKED HARD TO GET THEM A GOOD DEAL. HE GENUINELY BELIEVED SUPPORTERS SHOULD HAVE A VOICE, AND HE WORKED HARD TO SHOW US HOW TO USE THAT VOICE.”

We cannot do anything other than begin this year's annual report by marking the passing of our friend Jonathan. He was THFC's Head of Supporter Services, our primary point of contact with the Club, and a valued associate. He was also lots of fun and very rewarding to know. Over years of working closely with him, and speaking almost every day, we laughed a lot. Jonathan's warmth was a constant even in the toughest of times.

People worry when working relationships become personal relationships, but because Jonathan was about people it was impossible not to warm to him. He cared passionately about football supporters, and worked hard to get them a good deal. He genuinely believed supporters should have a voice, and he worked hard to show us how to use that voice. He was committed to inclusion in all its forms – he saw people as people.

He was, of course, a Club employee, and he always took that responsibility seriously. That meant that sometimes we would disagree, and that sometimes we would be on opposite sides of the table. Jonathan's honesty and rigorousness encouraged us to up our game, and the Trust would not be what it is without him.

Jonathan's unexpected death on 18 November shocked everyone who knew him. He was respected not just at Tottenham Hotspur, but throughout English and European football. The huge turnout at his funeral and the tributes that poured in after the news of his untimely passing broke are testament to the man's quality. No one can feel the loss as greatly as his family, but Jonathan leaves a huge gap. His knowledge was unrivalled, and we are working with his colleagues to do what we can to ensure that as much of what he knew as possible is passed on.

We were so proud when he was voted Supporter Liaison Officer of the Year in 2016 by the Football Supporters' Federation. And we are determined to ensure his legacy lives on.

01 INTRODUCTION



OUR FOCUS HAS BEEN ON SECURING THE BEST DEAL FOR FANS IN THE CIRCUMSTANCES WE HAVE, RATHER THAN IN ENGAGING IN ARGUMENT OR SPECULATION ABOUT WHAT MAY HAVE OR COULD HAVE HAPPENED.

THST IN 2018/19

Our year has been dominated by the new stadium. The price of tickets, the ongoing delays, the refund mechanism, the resultant pricing at Wembley, the growing frustration at news trickling out and still no resolution. While we have our differences with the Club on a number of these issues, we are sure they are as disappointed and frustrated as all of us that we are not firmly established in our new home. And so we don't subscribe to some of the wilder conspiracy theories that have circulated.

We've given detailed explanations of our discussions with the Club and the positions we've taken in our newsletters throughout the year, so we don't propose to go into that detail again here. It's all on record if you want to find it. Our focus has been on securing the best deal for fans in the circumstances we have, rather than in engaging in argument and speculation about what may have or could have happened.

As always, some fans are concerned when we are critical of THFC. The name Supporters in the title of our organisation means something. But our support is for an entity that has existed and endured since 1882, and if any temporary custodian of that entity does something we consider to be worthy of criticism, we have a responsibility to voice that criticism constructively. We believe we have maintained a fair approach, giving credit where due and criticising where necessary, and always explaining our stance.

Handling differences of opinion is part of what the relationship between us and the Club is, but we'd like to see an end to the practice of the Club distancing itself or breaking contact when we say something it doesn't like. Constructive conversation is always the best option. The need for a formal, structured relationship between Clubs and fans which neither can walk away from becomes ever more clear with every year. And we continue to work at national level to achieve this throughout the game.

We believe fans have been extremely patient this year, and that that patience should not be taken for granted. We will continue to push for a fair deal, and for the Club to address some of the decisions it has made on ticket pricing and the ticket offer.

As an organisation, we continue to go from strength to strength. Our Board works very well as a unit, challenging the thinking of every member of it and therefore building confidence and ability. The knowledge we've accumulated as individuals is having a practical effect. Membership is higher than ever. As are the expressions of support we get from members and the wider fan base. Your support does not go unappreciated.

Nationally, we are now firmly established as one of the most active Trusts. We played a leading role in the formation of The Unified Football Supporters' Organisation, and in a number of national campaign initiatives. Our co-chair, Katrina Law, was able to make the most of contacts from her time as only the second fan rep on the FA Council, building some strong networks within the game and in Parliament. She is now one of three Premier League fan reps on the new organisation's national council, and is one of the most knowledgeable ticket reps and caseworkers in the movement. We place great value in being part of a national supporter movement, while retaining our focus on Spurs.

Casework for individual fans remains at the heart of what we do, and we believe we have built influence and respect by showing we are ready to properly represent any fan who comes to us with a problem. We value that and will continue to deliver to the best of our ability as volunteers.

Recognising the value of good relationships is at the heart of our overview of the past year. Building on those relationships and opening up new ones will be at the heart of what we do in the coming year. Please join us on that journey.

02 MEMBERSHIP



© Rob White

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THIS IS AN EXCITING AND HISTORIC TIME FOR THE CLUB. HAVING A STRONG, CREDIBLE AND REPRESENTATIVE SUPPORTERS' TRUST IS MORE VITAL THAN EVER. MOVING TO A NEW MEMBERSHIP PLATFORM PROVED TO BE A SUCCESS AND NOW ALLOWS MEMBERS TO MANAGE THEIR OWN ACCOUNTS.”

This is an exciting and historic time for the Club. Having a strong, credible and representative Supporters' Trust is more vital than ever. Moving to a new membership platform proved to be a success and now allows members to manage their own accounts. Our direct debit option has been utilised by over 200 members and is becoming increasingly popular. It has never been easier to join and to maintain membership. We urge as many of you as possible to renew your membership by direct debit – the more that do so the more resource is freed up for other work. We know there is significant support for the Trust's work and we value any backing we get. The fact remains that the more members we have, the stronger our voice will be.

We urge all associate members to upgrade to full members, and members of affiliated supporters clubs to sign up as individual members. If each member signs up one new member, we double in size. If each one of those new members signs up one new member, that will increase our numbers significantly. 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. We really value feedback from members in the form of our wide-ranging member surveys, as this shapes our campaigning and future strategies, as well as through member events. Your ongoing support is greatly appreciated – for which, thank you.

03 FINANCES



THE BALANCE SHEET OF THE TRUST (THE GAUGE OF FINANCIAL HEALTH) REMAINS STRONG WITH RESERVES OF £15,858. OVERALL THE FINANCIALS REPORTED BY THE TRUST FOR THE YEAR ENDING AUGUST 2018 ARE VERY POSITIVE AND DEMONSTRATE THE FINANCIAL STABILITY THAT THE TRUST CONTINUES TO DELIVER.”

The Trust's financial performance in the year to 31 August 2018 continued to be positive, returning a surplus position for the fourth consecutive year. Income for the period was £5,972 and when netted against operating expenditure of £4,400 produced a surplus in the year of £1,572.

The income of the Trust consists almost entirely of membership fees. 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 Trust also made donations in the year of £500 with Prostate Cancer UK, Studio 360 and The Christie Charity being the beneficiaries.



© Naomi Gabrielle Photography

The balance sheet of the Trust (the gauge of financial health) remains strong with Reserves of £15,858. Overall the financials reported by the Trust for the year ending August 2018 are very positive and demonstrate the financial stability that the Trust continues to deliver. Maintaining and ultimately growing our membership base continues to be one of our most important strategic objectives as this will provide the Trust with the platform to achieve even more for our members.

04 COMMUNICATIONS

AGM 2018

Staging our 2018 AGM proved to be quite a challenge after a combination of Sky TV-inspired fixture changes and a replay against Rochdale in the FA Cup meant we had to run the event on a match night at Wembley Stadium. Thanks to the contacts our co-chair Kat Law had built up during her time as a fan rep on the FA Council, and with the help of THFC, we managed to secure the FA Boardroom at Wembley for the meeting. Thanks to all members who gave up time on a match night to attend.

The 2018 AGM took place on 28 February at Wembley Stadium. Three existing Board members – Martin Buhagiar, Martin Cloake and Michael Green – were reappointed.

The new Board met ahead of our members' event on the evening of 12 March 2018 and agreed the following positions:

Co-Chairs	Martin Cloake and Katrina Law
Secretary	Pete Haine
Treasurer	Adam Bailey

As required under rule 90, the AGM also reappointed the Greene Partnership as auditors. In November, we received notice from the Greene Partnership that it would no longer be undertaking audit work for small organisations and was relinquishing the role with immediate effect. It's regrettable that the Greene Partnership could not wait another few weeks and carry out the role it had been appointed to do! As reported in our November newsletter, we are hoping to update our full rules to those in line with the Co-operative and Community Benefit Societies Act of 2014 at the 2019 AGM and, under that Act, provision is given to disapply the need for an auditor and to appoint an independent examiner instead.

This is in line with common practice in financial services regarding the audit of small, not-for-profit organisations and is the route we are pursuing with regards to future THST accounts.

THST BOARD MEETINGS

Meetings of the Trust Board are essential to drive momentum, maintain focus and ensure the smooth day to day running of the organisation. We meet once a quarter as a full Board, with other sub group or topic-specific meetings scheduled throughout the year. Formal meetings since the February 2018 AGM are listed below:

THST Board Meetings	<i>– 25 June 2018</i>
	<i>– 8 August 2018</i>
	<i>– 10 September 2018</i>
	<i>– 26 November 2018</i>
	<i>– 2 January 2019</i>

MEMBERS' MEETINGS AND EVENTS

We held a successful members' Q&A session in central London on 12 March; a hugely successful and enjoyable quiz night in at the Antwerp Arms on 19 April that raised £605 for Studio 306 Collective, and our third annual End of Season BBQ on Sunday 27 May, with special guest Micky Hazard interviewed by Theo Delaney, and music from Tom Mitchell and DJ Alex. This event raised £1,435 for our charities, Prostate Cancer UK and Studio 306 Collective.

In October, we ran another very successful Q&A with journalists who report regularly on Spurs, expanding the invite this time to include popular fan vlogger Chris Cowlin. Chris was joined by Gerry Cox, Michael Bridge and Dan Kilpatrick. We'll look to revisit this 'Question Time' format with more media professionals in 2020.

MEETINGS WITH THE BOARD OF THFC

For many of our members, and certainly for a significant number of Spurs fans, our meetings with the Board of THFC are seen as the pinnacle of our work as a Trust. Partly because this is one of a handful of opportunities for regular fans to speak with the Club Chairman and fellow Board members to raise - face to face - issues of importance to match-going fans. The press interest in our Board to Board meetings continues to increase, with sections of our minutes regularly being circulated around the globe via various media outlets. We don't underestimate the importance of these meetings and we ensure we are fully briefed, fully prepared and fully aware of our mandate before each session.

But to assume that is the extent of our contact with the THFC Board and senior executives would be inaccurate. We have a continuous working relationship with departmental heads and members of the Club Board and it's important to understand that the issues we raise and the positions we take at Board to Board meetings are borne of many months, if not years, of discussion. That dialogue is essential to advance the case of supporters. So, it is always disappointing when that discussion is temporarily halted because of a disagreement. We always advocate talking through problems and are always willing to engage in constructive dialogue.

We are due to hold a minimum of 3 Board to Board meetings with the Club each year. Two were held in 2018, on 20 February and on 9 October. Full reports can be found in the THST News section of our website www.THSTOfficial.com.

We are due to meet again on 12 March 2019 and will canvas your thoughts and priority issues beforehand, as always.

04 COMMUNICATIONS



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OUR END OF SEASON SURVEY CONTINUES TO PROVIDE AN IMPORTANT BAROMETER OF SUPPORTER OPINION. THIS YEAR, 3,500 FANS TOOK PART IN THE SURVEY, THE RESULTS OF WHICH WERE PUBLISHED ON OUR WEBSITE AND HAVE BEEN SHARED WITH THE CLUB.”

TRANSFER WINDOW

One of the most popular areas of the Board to Board Meeting agendas seems to be the part on transfer windows. As a Trust, our focus is off-pitch, but there is obviously considerable interest in the general approach to player recruitment. The Club has in the past issued statements explaining its transfer activity at the end of transfer windows, something we believe is good practice and is valued by fans. We thought a ‘window wrap’ was even more essential after THFC became the only club in Europe’s top five leagues not to make any signings. We gave no opinion on whether or not the Club should have made any signings, because we had no hard evidence to base any judgement on. We simply asked for an explanation, especially in the light of our manager’s comments at the end of the preceding season about moving early and decisively.

We did not receive a formal response from the Club, but it did indicate that transfer dealings were the manager’s department. We had understood until then that transfer business was run by the Club’s Board.

END OF SEASON SURVEY 2018

Our end of season survey continues to provide an important barometer of supporter opinion. This year, 3,500 fans took part in the survey, the results of which were published on our website and have been shared with the Club. Please make sure you participate again in the summer.

FINANCIAL ANALYSIS

We published our second in-depth financial analysis in November, looking in detail at the Club’s update on stadium and finances. We do this thanks to the knowledge of Trust Board member and finance professional Michael Green, and the feedback we receive is that fans find this useful. We are careful to check our workings with the Club and to ensure that nothing that could compromise the Club commercially is included, while retaining the right to make independent comment. This analysis can be found on our website.

04 COMMUNICATIONS

NEWSLETTERS

At the end of every month, we issue a newsletter detailing the work we've been doing over the previous weeks. This is sent to members first, then circulated to the wider fan base through our social media channels. We go into some detail so that the thinking behind the work we do, and the positions we take, is explained. Many of the questions we are asked on social media are covered in these newsletters. We encourage as many of you as possible to take the time to read those monthly digests as they really do contain some gems of information.

SOCIAL MEDIA

Our Twitter account - @THSTOfficial - remains our main form of communication, and we now have approaching 37,000 followers. We try to be informative and to display a bit of personality on our account, rather than taking a broadcast only approach. The feed takes a significant amount of time to run, and we are having to point out that we can't operate as a full-time customer service arm of the Club. Basic ticketing enquiries are best directed to the Club, and much of what we are asked is information already available through our newsletters or on the Ask Spurs platform. We maintain a presence on Facebook but have not been able to devote the resources necessary to make it a fully-functioning account.

MEDIA CONTACTS

We continue to enjoy good relationships with a number of media contacts, and are regularly quoted in the mainstream media. THST is firmly established as the go-to organisation for comment on fan-related issues at Spurs. We refer requests for comment on on-field matters to other fans. Katrina Law and Martin Cloake are lead contacts, with Pete Haine and Martin Buhagiar also speaking on the Trust's behalf. We helped BBC1's The One Show find a Spurs fan to attend the live draw of the FA Cup fifth round in January 2018 and have helped several overseas broadcast companies source Spurs fans willing to be filmed on match days throughout the year.

WEBSITE

The website continues to be the permanent public face of THST. The site is now fully searchable and as much of the knowledge we've built up over the last six years as possible is there. In response to one of the most frequently-asked questions, we made the dates on which TV selections are announced a prominent feature of our home page. We still get asked!

BLOGS

The number of requests for blog contributions has decreased this year, quite probably reflecting a wider trend, but we contribute material when requested.



© Rhys Whitehead

PODCASTS

Katrina Law, Martin Cloake and Pete Haine are regular contributors to a number of Spurs podcasts, including the Fighting Cock, Last Word on Spurs and The Spurs Show. We thank them for giving us a platform through which we can communicate our positions and widen awareness of our work.

05 CAMPAIGNS

1. TICKETING

Ticketing remains our major area of work, with that work falling into a number of strands:

- We discuss overall ticketing policies with the Club at Board level and lobby for what we believe are fair policies for fans
- We work with the Club on practical ticketing issues around specific games, particularly in Europe
- We issue regular reminders for on-sale dates through our Twitter account
- We undertake casework on behalf of individual fans with ticketing issues
- We work nationally on campaigns around pricing and allocation

THFC specific

Discussions on pricing and phasing of sales for tickets to our new stadium took up a lot of time. We made clear what we lobbied for and what our discussions were with the Club through our monthly newsletters and updates on our website. We remain worried about the long-term effects of some of the Club's decisions on ticketing at the new stadium.

We've seen a big increase in the number of premium ticket holders contacting us. Many have said they were strongly led to believe they would get priority on away tickets. Logically, with 8,000 premium tickets and under 3,000 away tickets for most games, there could be no guarantee of priority. Some premium ticket holders are also not happy with the way their refund mechanism is working and what they are being charged for their seats at Wembley. And a number have contacted us telling us it was not made clear that existing General Admission season ticket holders buying premium tickets would lose all their ticketing points.

Despite frequent requests from us, the Club has yet to fully engage in discussion around the premium offer, or to give us any detailed information on the breakdown of premium and premium-lite tickets. The lack of information from the Club doesn't help stop the spread of rumours.

We had a long and rather surreal discussion with the Club about the number of away tickets being made available to premium ticket holders. The Club said there was a pro-rata increase, in line with the increase in the number of season ticket holders, from 9% to 13% of the away allocation being made available to premiums. We said that as the number of away tickets had not increased, that meant fewer tickets

were available to non-premium ST holders. The Club argued for some months that this was not the case. We have finally reached the position where everyone recognises that 13% of 3,000 is a bigger number than 9% of 3,000. It's a start.

We had to question the offer being made by one of the Club's premium seating partners, and this resulted in some wording being changed and a commitment from the Club to approve and sign off any future marketing copy – something we were rather surprised was not established from the off.

We were pleased to see StubHub added to the list of outlets the Club tells fans not to buy tickets from, vindicating our long campaign against the so-called secondary ticketing agency.

We are making the point very clearly to the Club that, after Season Ticket holders bought tickets for a stadium not yet delivered, had to put in significantly more effort to buy tickets than they normally would, and have been charged match day prices for their seats at Wembley, we will not support any increase in pricing for next season. We continue to ask for clarity on exactly what proposition the Club thinks it is offering season ticket holders, how it defines its offer to members and whether it thinks this is adequate.

When it became clear we would not be able to play our Carabao Cup third round tie against Watford at either our new stadium or at Wembley, THFC contacted us to gauge the feeling about flipping the tie to give Watford home advantage or to seek a neutral venue. The decision would be the EFL's to make, but THFC felt it would be useful to get the view of fans. Over 4,000 fans responded, with 46% preferring a neutral venue and 43% wanting the tie flipped. Of the 46% who wanted a neutral venue, 70% wanted that venue to be inside the M25.

The decision was eventually taken to use a neutral venue, but the choice of Stadium MK presented Trust Board members with a difficult choice because of the ongoing dispute between MK Dons and AFC Wimbledon – a Trust-owned club. It was inevitable we would be asked for a view on this, and so we took the decision to advise fans to consider the full picture, but also to say that THST Board members would not be attending the game. There was a concerted attempt by some to present this as a call for a boycott, which we made clear was not the case. A full explanation can be found in our August newsletter.

We continue to record loyalty point cut-offs for Premier League away games, and to publish that information – which now stretches back six years – on our website. The hope is that these hard facts will provide some balance to the increasingly elaborate theories circulating on social media about away sales patterns.

05 CAMPAIGNS



The decision to more than double the number of Season Ticket holders, and the team's continuing success on the field at the same time as the introduction of the £30 away price cap has boosted demand for away tickets massively. This in turn has led to growing calls to change the system by which away tickets are allocated. It's a subject about which people feel strongly, and in many cases the preferred system is the one that most benefits the person making the suggestion. We've considered a number of different schemes carefully and spoken to colleagues at other Trusts about how those systems operate. We believe that the current system has fewer downsides than any other, and that fans agree with the general principle that those who have accrued most points over the five-year ticketing cycle should get priority.

We are aware that a small proportion of away tickets are passed on informally, therefore undermining the away points allocation. We're also aware that fans found to be doing this are receiving bans.

As always, we remain in ongoing discussions with the Club over the away allocation mechanism and fans are very

welcome to share their suggestions directly with the ticket office as well as with the Trust.

National

We joined forces with supporter groups from the other three FA Cup semi-finalists after it was announced that, without consulting fans, prices for the FA Cup semi-finals and final had been increased considerably. We issued a statement condemning the move, and scheduled a meeting with senior FA executives, including CEO Martin Glenn. At that meeting, fan reps secured a small increase in the concessionary discount in certain areas, a commitment to explore the pricing categories behind the goals for 2019 along with a more accessibly-priced family area, and a commitment not to increase prices further until 2021. The FA also committed to fully involve FA Council fan reps in any subsequent discussion.

We supported calls for the £30 away ticket price cap to remain in place after the current three-year deal expires at the end of this season. As we completed this report, the Premier League clubs decided unanimously to extend the deal for another three years. We thank the Board of THFC for playing their part

We have also lobbied for the introduction of the Young Adult category at all Premier League clubs and for the standardisation of concessionary pricing for travelling fans across the division.

2. EUROPEAN FIXTURES

We've regularly lobbied for the relaxation of some of the requirements our fans have been asked to follow, such as the carrying of passports while in foreign cities, against standard travel advice, and onerous ID checks.

We joined fan groups of other English club sides playing in European competition in calling for an end to ticket price hikes in UEFA competitions. A statement, released under the umbrella of Football Supporters Europe, the pan-European fan organisation, called for an end to the practice of hiking prices for away fans and for a rule to be introduced stating the "The price of tickets for supporters of the visiting team must be no higher than the cheapest tickets available for home fans in the respective categories". The statement was released on UCL Match Day One, and we continue to collect evidence, monitor the situation and push for the rule change.

3. TV PICKS AND SCHEDULING

Work to ensure more consideration is given to fans when fixtures are being selected continues, with THST continuing to lead the national fan group's working party alongside colleagues from Chelsea Supporters' Trust and Liverpool's Spirit of Shankly.

05 CAMPAIGNS

We managed to get the Premier League to publish the dates on which TV picks would be announced in advance, and we continue to chase any late announcements and encourage prompt confirmation.

Shadow Sports Minister, Dr Rosena Allin-Khan, has helped in our efforts to ensure more co-ordination between train and track operators, the football authorities and the TV companies to minimise travel disruption for fans. It's safe to say this is an area that still needs a lot of work. The Labour Party's backing for a flexible rail ticket that fans can use to travel to given games is welcome, and we continue to lobby across parties for support for this.

After our FA Cup third round tie at Tranmere Rovers was selected for live TV coverage at 7.45pm on Friday 4 January, we staged a highly successful visual protest in the way end, with banners protesting against the timing and lack of transport home. Pictures of the protest made the back pages of two national newspapers, and the protest was covered favourably by a number of journalists, who questioned the effect on fans and on the standing of the competition. Just ten FA Cup third round ties kicked off at 3pm on the Saturday. The protest also received extensive coverage and support on social media, with our initial tweet registering over half a million impressions and gaining the support of other fan groups. At the end of the game, stewards moved in to confiscate a banner, reportedly on the direction of BT Sport. We are following up to see if the broadcasters are starting to threaten free expression at games.

4. STRUCTURED DIALOGUE

The formal structured dialogue meetings between fan reps from every Premier League club and senior Premier League staff continue, with steady if slow progress being made towards establishing something that delivers practical benefits. The fact that it took six months just to get the minutes of the March meeting signed off so we could report back to our member's shows the size of the task still confronting us. Discussions have covered safe standing, fixture scheduling, TV broadcast deals, the winter break, VAR, restricted view tickets, the implementation of the Government Expert Working Group's recommendations on structured dialogue.

Meetings took place on 20 March and 11 October 2018. Full accounts can be found on our website.

5. SAFE STANDING

The safe standing campaign has been one of the biggest success stories of the year.

When then Sports Minister Tracey Crouch said that safe standing was wanted by only a "vocal minority" of fans, it

galvanised a campaign that had been running for some years. Over 110,000 fans signed a petition, forcing a parliamentary debate, which took place on 25 June. In the run-up to the debate, club-based fan groups and the national supporters organisation took the chance to inform as many people as possible of the case for safe standing, generating some very positive press.

Damian Collins MP, the chair of the Digital, Culture, Media and Sport Select Committee, has now said: "I believe it is time to get rid of the blanket ban on safe standing. And allow clubs in the Premier League and Championship to come forward with proposals which can be signed off by the police and local authorities." Shadow Sports Minister Rosena Allin-Khan ran a survey to gather fan views on the subject, and hosted a meeting at the House of Commons for over 40 fan organisations. She also called for the blanket ban on safe standing to be lifted and for local authorities and clubs to be given the power to make decisions at a local level. The Labour Party formerly announced its backing for safe standing shortly afterwards. The Liberal Democrats also called for a rethink on safe standing.

The parliamentary debate concluded with Sports Minister Tracey Crouch acknowledging the strength and depth of the case for safe standing, and announcing an urgent review of legislation. We commend her for listening and for taking part in genuine debate.

The day of the debate also saw THFC announce formerly its intention to future-proof the new stadium for safe standing, using a system of custom-made seats and rails.

We've lobbied and worked with the Club for some years to get to this position, and we thank the Club for listening and for taking the decision to implement their innovative solution for both home and away fans at the new stadium.

So this year has seen significant developments, but there is still work to be done. Work will go on at national level to ensure the review is not just a means of kicking the issue into the long grass. And at local level, fan groups including THST will continue to work with clubs and the safety authorities. We'll need to ensure the granting of permission for safe standing areas does not lead to a rigid crackdown on any kind of standing in other areas of the stadium, but also that those fans who choose to sit or are unable to stand are also able to watch the game as they want to or need to. As ever, common sense and a commitment to working together should get us over the line.

We'd like to thank the many, many fans who have backed this campaign over the years, and to formally acknowledge the work of former Trust Board member Paul Head, who led our work on this area at a crucial time.

05 CAMPAIGNS



6. OLYMPIC STADIUM COALITION

We're still members of the OSC, the coalition of 14 club fan groups established to push for greater transparency around West Ham United's use of the Olympic Stadium and for a better deal to be secured for taxpayers and for football.

The Coalition's work this year has revealed even more evidence that the deal was a bad one for the taxpayer, and that it relieved West Ham United of overhead costs which all other clubs have to bear. The OSC also questioned why WHU was launching legal action, at further cost to the taxpayer, over seating and whether other overheads should be funded by the club. Research the OSC undertook showed that between this year and 2024/25 the Stadium will see operating losses of £123m, all of which will be borne by the taxpayer.

As a result, the OSC put forward a series of proposals that could form the basis of a new framework agreement that is fairer all round, and is working with members of the Greater London Authority and other political contacts to advance those proposals.

In November, the LLDC and WHU reached an out-of-court settlement, but the terms of that settlement have not been made transparent, forcing the OSC once again to resort to Freedom of Information legislation.

The Coalition's work and latest news can be seen at oscoalition.wordpress.com.

7. BLUE PLAQUE FOR BOBBY BUCKLE

We back the campaign for a blue plaque to be placed on the The White Cottage in Tottenham, where Club founder, first captain and first recorded goalscorer, Bobby Buckle lived. The White Cottage was also the first postal address of Tottenham Hotspur Football Club. We publicise the work of the campaign, details of which can be found at www.bobbybuckle.co.uk. Co-chair Martin Cloake is currently advising the campaign on developing a publication that can help with the application to English Heritage.

06 CASEWORK



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“

WE CONTINUE TO HANDLE A LARGE NUMBER OF INDIVIDUAL PIECES OF CASEWORK ON BEHALF OF FANS. THE MAJORITY OF THESE ARE TICKETING RELATED.”

We continue to handle a large number of individual pieces of casework on behalf of fans. The majority of these are ticketing related, but we also help where appropriate with fans who have had issues with stewarding and policing. We still think the Club should publish a tariff of penalties for various offences, as much of the discussion in these cases tends to be around the currently arbitrary penalties that can be imposed.

07 POLICING AND SAFETY

DOMESTIC GAMES

It's now established practice for fan groups, the police and clubs to meet before London derbies and some other high-profile games. These meetings enable us to have some input into planning for entry and exit, stewarding inside the ground, and the police approach. We've also attended the annual London fans' conference the Met has called and participated in the establishment of the more formal Independent Advisory Group for the Met area, following the successful establishment of similar forums elsewhere in the country.

We attended planning meetings or participated in planning calls ahead of West Ham, Chelsea and Arsenal fixtures – both in the Premier League and in the League Cup. We also followed up incidents and undertook casework where necessary after away games against Chelsea and Stoke City.

At 'home', the introduction of a new restricted bag policy has generated a huge workload for us. We understand the heightened security environment, and we're happy to promote awareness of that. But this also needs to be balanced with practical considerations for supporters. So we've pushed back on a number of elements, largely in response to requests from fans. We managed to get the minimum bag size allowed up from A5 to A4, and to get the ban on portable umbrellas lifted. We've also secured a more practical solution than an outright ban for those supporters who are required to keep their laptops with them. We recognise fan worries about being required to carry expensive items in a see-through bag and are trying to work towards a solution.

HARINGEY/ BRENT SAFETY ADVISORY GROUPS

We are told our place on Haringey's SAG remains and we look forward to resuming input and continuing the productive relationship established before we moved to Wembley. Brent SAG has not communicated directly with us in all the time we have been at Wembley, maintaining an approach that is sadly the case at too many local councils. We commend Haringey on its progressive approach in recognising that fans have a role to play alongside other stakeholders.

FREEDOM OF INFORMATION REQUESTS

THST Board member Martin Buhagiar submitted three Freedom of Information requests last year. One was sent to the London Stadium/ Newham SAG and Metropolitan Police to request further details around the ticketing arrangements for our Carabao Cup tie away to West Ham on 31 October.

Under EFL Cup rules, visiting fans are entitled to 10% of capacity: 6,000 at the London Stadium. Spurs were awarded



WE ATTENDED PLANNING MEETINGS OR PARTICIPATED IN PLANNING CALLS AHEAD OF WEST HAM, CHELSEA AND ARSENAL FIXTURES – BOTH IN THE PREMIER LEAGUE AND IN THE LEAGUE CUP. WE ALSO FOLLOWED UP INCIDENTS AND UNDERTOOK CASEWORK WHERE NECESSARY AFTER AWAY GAMES AGAINST CHELSEA AND STOKE CITY.”

5,200 tickets which was reduced to 4,800 once segregation lines and seat kills were taken into account.

We had been informed that West Ham has dispensation to offer less than the 10% competition rule and we are keen to understand why. We asked why Spurs fans were not given the full ticketing allocation for this match and on what basis that was decided.

We were also disappointed to see no senior ticketing category for the Cup tie and the junior category only extending to Under 16. Spurs moved from Under 16 to Under 18 back in 2014 and introduced a Young Adult category for 18-21 year olds this summer, for context.

The SAG refused to give further information claiming the dispensation enabled it to set the allocation as it did. It claimed, as a result, the number of tickets given to Spurs fans was not discussed. It was also suggested that we ask the Football League why dispensation had been granted, which we are following up.

The SAG said: “The allocation of 6,000 was not discussed. The figure of 4,800 itself was not discussed or reached by agreement. It was presented to the Safety Advisory Group as being the away attendance due to the dispensation given.”

After we were drawn away at Arsenal in the quarter-final of the League Cup, we made our usual formal request to THFC to push for accessible pricing and maximum allocation. We also sent an FOI to Islington's Safety Advisory Group and the Met asking similar questions about our ticket allocation for this game. Sadly, we are still waiting for a response.

07 POLICING AND SAFETY



WE LIAISE WITH THFC OVER ARRANGEMENTS FOR TRAVELLING FANS AT AWAY GAMES IN EUROPE, RAISING POTENTIAL ISSUES AND HELPING TO PASS ON INFORMATION. WE ALSO ACT AS A POINT OF CONTACT WHERE POSSIBLE FOR OUR FANS IN LOCATION.

We also submitted an FoI to Islington and the Met Police to get information on the decision to give Brentford the full away allocation at The Emirates in a FA Cup tie when other teams had been refused on safety reasons. We have yet to receive a reply.

The failure of a number of SAGs and the Met to respond adequately or in good time to FoI requests now means we will be pursuing a complaint through the Information Commissioner's Office. We are not prepared to let SAG's operate unaccountably, in secret, with no input from supporters.

EUROPEAN GAMES

We liaise with THFC over arrangements for travelling fans at away games in Europe, raising potential issues and helping to pass on information. We also act as a point of contact where possible for our fans in location.

We challenged the decision by Dutch authorities to enforce ticket collection in resort for our match at PSV Eindhoven, but they cited security reasons as why they insisted this was the case. We did our best to inform and help fans collect tickets.

We managed to get some of the initially more onerous requirements specified by authorities in Madrid - particularly the requirement to carry passports at all times - relaxed, and enjoyed a relatively trouble-free trip.

We had similar discussions ahead of the game in Barcelona, and were also aware of concerns raised by other fan organisations about how stewarding and policing operated at the entrance to the ground. Those concerns proved well-



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founded as many of our fans were attacked and beaten by Spanish security personal for no reason. As we have done with previous incidents, we gathered evidence from supporters, compiled a full dossier, and sent this to the Club, the Football Association, Metropolitan Police, and Football Supporters Europe. This trip was one of the worst we have experienced, and we are working with the Club to follow up on these events. As we're going to print, this case is still ongoing so we'll be sure to update fully as soon as UEFA responds.

08 ATMOSPHERE



© Rob White

Work in this area has been scaled right back for a number of reasons. Our extended stay at Wembley has had an effect, but a stronger influence has been Spurs fans' preference for support to be more spontaneous and less choreographed. The realisation that displaying banners and surfers also needs a lot of time and effort dedicated to it has also had its effect. We remain willing to advise anyone who contacts us about particular initiatives. There's been a slight upturn in requests for advice ahead of the move to our new stadium, but for obvious reasons discussions are on hold.

09 COMMUNITY

ANTWERP ARMS

As a shareholder, THST has continued its relationship with Tottenham's community-owned pub The Antwerp Arms, attending its AGM, encouraging Spurs fans to support the pub and jointly organising events.

Although the pub continues to be favoured by many local residents and by Spurs fans for televised matches, hosts evening live music and other events, not surprisingly the Annie is taking a hit financially given the absence of match day fans and has recently had to stop offering its community kitchen for local people.

In 2018, THST ran two very successful events hosted by the Antwerp. In April we organised a Charity Quiz Night for Studio 306 Collective and in late May we held our third annual End Of Season BBQ, raising funds for both Studio 306 and Prostate Cancer UK (see also, Charity section of the Annual Report). The latter event was also financed by the Annie, supplying free food as a special thank you to the fans. We were delighted to secure Micky Hazard as our celebrity legend. Also thanks once again to Tom Mitchell for the live music, to DJ Alex Royffe and to Theo Delaney as MC.

In January, we helped promote a screening of the Fulham away match with special guest Gary Mabbutt at the Annie.

This was arranged by the Club, as a pub shareholder, and we were happy to be able to assist them with what was a very successful afternoon both on and off the pitch!

Our thanks go out to pub manager Steve Alderson who left the pub last May. Thanks to the staff too, especially chef Wayne. Also to Mav Highsted and Ashley Grey from the Antwerp Arms management team for all the hard work at our events (both have now stepped aside from the committee so a big thanks for previous years too).

SECRET HISTORY WALKS

We've helped publicise the Spurs Secret History walks in Tottenham, walks created by Julie Welch and Rob White and assisted by Trust Secretary Pete Haine. Pete is happy to arrange walks for private groups. If you'd like more information, please contact him at pete.haine@THSTOfficial.com.

COLOR RUN

We helped co-ordinate support for the NSPCC's Color Run event at Wembley Park in July 2018.

10 CHARITY



© Tottenham Hotspur Football Club



WE HAVE RAISED IN EXCESS OF £75,000 SINCE WE STARTED WORKING WITH PROSTATE CANCER UK AND IT WOULD BE FANTASTIC TO BREAK THE £100,000 MARK THIS YEAR”

FOOTBALL TO AMSTERDAM 2018

Back in 2015, THST adopted Prostate Cancer UK as its main charity partner. We began working closely with the charity, and a growing team of cyclists, to help fundraise for the annual London to Amsterdam cycle ride for fans of all football clubs.

June 2018 saw the third “grand depart” from London’s Olympic Velodrome and a Trust-supported peloton of cyclists. 17 ‘Cycle On You Spurs’ riders started and all completed; this resulted in a grand fundraising total of £24,207, with THST donating £200 and numerous Trust members adding to this. Our End of Season BBQ raised a further £718.

The Trust would also like to thank Spurs for allowing the famous cockerel to be used on the COYS cycling jerseys and for agreeing to a special production run of 25 limited edition Spurs cycling jerseys. This enabled us to raise a further £775 for PCUK.

Moving forwards to the 2019 ride, THST is delighted that 26 COYS riders have registered to date; the largest Spurs team since our involvement began for the 2016 event. We have raised in excess of £75,000 since we started working with Prostate Cancer UK and it would be fantastic to break the £100,000 mark this year.

10 CHARITY

TOTTENHAM HOTSPUR FOUNDATION

Premier League Enterprise Challenge

THST once again participated in judging the club heat of this national event; the fifth consecutive year we have done so. Trust Board member Kevin Fitzgerald joined Chris Paouros from Proud Lilywhites, Anne-Marie Dargan and Sarah Williams - both from Spurs - on the judging panel, adjudicating the calibre of local school team presentations at the Hotspur Way training complex.

The 2018 challenge set by the Premier League was to produce a business plan to attract and engage 18-23 year olds to support and attend club matches. The local participating schools were Enfield Grammar, Gladesmore Community School, St Andrews the Apostle, Barnet and St Mary's Cheshunt, each of whom entered teams of five 14-15 year old school students. St Mary's emerged as the winning team and will now go on to the regional final.

All the contestants also enjoyed the bonus of a Q and A with Ledley King.

The Trust would like to thank Myrianthos Demetriou, Tottenham Hotspur Foundation's Senior Education Coordinator, both for inviting us to participate and for his organisation of the event.

STUDIO 306 COLLECTIVE

For 2018, THST decided to add support for a second charity partner. Studio 306 Collective is a local Haringey Social Enterprise, using arts and crafts to assist those with mental illness.

In addition to making a £200 donation, the Trust ran a Charity Spurs Quiz Night at the Antwerp Arms in April 2018. Around 15 teams participated in a quiz marathon (around 3 hours!) hosted by quizmaster Richard Cracknell. The event was a great success, with the quiz and raffle raising £655 for Studio 306.

Our End of Season BBQ raised a further £718.

For more details on Studio 306 Collective, please visit their website and follow on Twitter, [**@StudioC306**](#).

11 EXTERNAL ORGANISATIONS

SUPPORTERS DIRECT AND THE FOOTBALL SUPPORTERS' FEDERATION

We remain committed to playing our part in the national fan movement, and contributed to discussion and debate on the merger of the Football Supporters Federation and Supporters Direct to form the Unified Football Supporters' Organisation.

Kat Law had been a member of the England and Wales council of SD, and has been elected as one of three Premier League fan reps on the new organisation's national council. She decided not to stand again as a fan rep on the FA Council after her first year. We warned last year that the FA's structure has not reformed sufficiently to offer the

chance to fully participate to a grassroots fan with a full-time job, and this has proved to be the case. Kat simply could not get the time to attend all the meetings required and do the work arising, and was also conscious of her responsibilities with THST.

Kat and Martin Cloake attended meetings of the FSF Premier League fan network in Manchester on 8 February and London on 27 September. Kat, Martin and Pete Haine attended a number of national meetings of the FSF and SD. Kat also represented the FSF at a DCMS parliamentary hearing on the proposed sale of Wembley Stadium.

12 ADDITIONAL



WE MET WITH SPURSABILITY, THE REBRANDED DISABLED SUPPORTERS' ASSOCIATION, TO DISCUSS HOW WE COULD IMPROVE THE WAY WE WORK TOGETHER AND TO GATHER INFORMATION ON FACILITIES FOR DISABLED SUPPORTERS AT OUR NEW STADIUM, AND ALL ISSUES AROUND DISABILITY WORK WITH SUPPORTERS."

JACQUI FORSTER

THST was saddened to learn of the passing of Jacqui Forster on Sunday 22 April 2018 following a long and courageous battle with cancer. Many on the THST Board knew Jacqui from her work at Supporters Direct; an organisation she joined in 2003, where she offered advice and support to the 200 trusts throughout the country. She helped with the relaunch of THST in 2013.

Jacqui's drive, determination, commitment and enthusiasm leaves a deserved legacy within the supporters' movement. She understood the bigger picture but always remembered and had time for the individuals who make the game what it is.

THST made a donation to the Christie in Manchester, where Jacqui received treatment, as a mark of our respect.

SPURSABILITY

We met with SpursAbility, the rebranded Disabled Supporters' Association, to discuss how we could improve the way we work together and to gather information on facilities for disabled supporters at our new stadium, and all issues around disability work with supporters. We agreed to help raise the profile and membership of SpursAbility where possible. Those interested in learning more about SpursAbility, or looking to join, can find more information by emailing info@thdsa.org.



SPURS LADIES

We attended a meeting with Spurs Ladies to discuss how best to support the Club's work and raise its profile, as well as to help it secure a stronger organisational footing.

PROUD LILYWHITES

We are in regular contact with the Proud Lilywhites, and congratulate them on winning this year's Fans for Diversity award at the FSF Awards ceremony.

WINGATE AND FINCHLEY FC

The Isthmian League club approached us to see if we would help boost attendance, and we agreed to publicise home games when Spurs aren't playing in return for discounted entry for Trust members. We made clear that we would do the same for any other north London non-league sides if they contacted us.

13 OTHER



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MEMBER OFFERS

We've been able to offer Trust members an increasing number of benefits. These were:

- *Discounted tickets to The Spurs Show Live with Ryan Mason*
- *Discounted season tickets to The Spurs Show Live*
- *Discounted season tickets with coach company Zeelo*
- *Discounted entry to Wingate and Finchley FC*
- *New Year's Party at Boxpark Wembley*

TRANSPORT

We have continued to work with on demand coach company Zeelo and promote their service in our monthly newsletters. We also made a formal submission to London Travelwatch to oppose the closure of the ticket office at White Hart Lane station on match days. Our objection was submitted alongside THFC's. As it currently stands, London Travelwatch will also object to the closure of the ticket office at White Hart Lane train station, although that decision will ultimately be down to TfL. We'll be keeping abreast of developments.

CATERING

Despite the obvious frustrations of the delayed move into the new stadium, we have continued to enjoy working with the THFC catering team this year, with Rachel Martin leading our work. Initially, we understood that we would be moving into the stadium last September and, to that end, we set up a group of supporters who would provide regular feedback on the catering. We are grateful to them for volunteering and we will be asking more Trust members to join the group once we move back to N17. If you would like to get involved, please let us know and we will add you to our email list. The Club are very keen to receive and listen to customer feedback – they want to get it right.

At our meetings, our views and feedback are welcomed and we are able to discuss the Club's ideas. We shared a desire for traditional football fare such as pies, sausage rolls, beef burgers etc. as well as healthy options and a range of choices for those with dietary intolerances or restrictions. We requested easily accessible and free access to tap water, the 'bottoms up' beer dispensing system in order to have quickly and freshly poured pints, and urged the Club to adopt a local craft brewer for the onsite tap room.

We also stressed the need for speedy service, properly trained staff and environmentally sustainable food packaging (with a minimum of plastic). Everything that we requested was broadly in line with the Club's vision and all these items were achieved. We were delighted when we heard that South Tottenham-based Beavertown would be the on-site craft brewery.

Finally, we stressed at every opportunity, including at Board to Board meetings, the need for highly competitive pricing. Some of us were fortunate enough to attend the recent familiarisation event and the pricing, especially for beer, was a pleasant surprise. The food was delicious and the pride taken by staff was palpable. Of course it is very early days, but the signs are good.

It now just remains for us to return to the stadium and put the catering provision to the test.

GDPR

We ensured we were compliant with data protection legislation that came into force on 25 May 2018 in the shape of the GDPR. We have created a policy on personal data which is held on our website, and we streamlined our membership process to ensure full compliance with the spirit as well as the letter of the legislation.

13 OTHER



CHAired BY THFC AND ATTENDED BY MACE, TOTTENHAM HOTSPUR FOUNDATION, REPRESENTATIVES OF LOCAL RESIDENTS AND BUSINESSES ALONG WITH COUNCILLORS AND OFFICERS FROM THE BOROUGH, THE SCOPE OF DISCUSSIONS NOT ONLY COVERS THE NEW STADIUM BUILD BUT ALSO SUCH DIVERSE ITEMS AS STREET CLEANING, PROVISION OF PUBLIC TOILETS, PUBLIC TRANSPORT AND LOCAL EMPLOYMENT INITIATIVES.”

BOXPARK WEMBLEY

We were approached by Boxpark Wembley to help promote their venue and fanzone in return for some profile for the Trust, and between us staged a successful New Year Bash for 2,000+ fans at the venue, with help from THFC, club legends Micky Hazard and Clive Allen, and friend of the Trust Richard Cracknell, along with Brandon Block who played a DJ set.

BUSINESS COMMUNITY LIAISON GROUP

THST Board members Pete Haine, Keith Sharp and Martin Buhagiar have attended the monthly meetings of the B&CLG at Lilywhite House. These meetings were set up by THFC to create a forum where issues affecting the local community could be aired.

Chaired by THFC and attended by Mace, Tottenham Hotspur Foundation, representatives of local residents and businesses along with councillors and officers from the Borough, the scope of discussions not only covers the new stadium build but also such diverse items as street cleaning, provision of public toilets, public transport and local employment initiatives.



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A large part of the year has been taken up with planning and informing the local community about the impact the new stadium will have, the end result being the blue book which was issued to 60,000 residents and businesses in July 2018 in advance of what was anticipated to be the first test event at the new stadium in August 2018.

Key issues in which we have taken a leading role are the arrangements for Blue Badge holders at the new stadium and lobbying for THFC assistance in mitigating the losses The Antwerp Arms have incurred whilst games are played at Wembley.

14 THST BOARD MEMBERS

PRE 2018 AGM

Martin Cloake, Co-chair⁺

Katrina Law, Co-chair

Adam Bailey, Treasurer

Pete Haine, Secretary

Kevin Fitzgerald

Keith Sharp

Rachel Martin

Martin Buhagiar⁺

Michael Green⁺

⁺ Stood for re-appointment at AGM

POST 2018 AGM

Martin Cloake, Co-chair

Katrina Law, Co-chair

Adam Bailey, Treasurer

Pete Haine, Secretary

Keith Sharp

Kevin Fitzgerald

Rachel Martin

Martin Buhagiar

Michael Green

15 THANK YOU

THANKS GO TO PEOPLE WHO HAVE MADE A DIFFERENCE TO US, WITH US, AND FOR US IN 2018.

Eddie Abbott, Nicole Allison, Clive Allen, Simon Bamber, Elaine Banks, Michael Bridge, Ashley Brown, Michael Brunskill, Anna Burgess, Rebecca Caplehorn, Peter Carr, Mac Chapwell, Andrew Collins, Matt Collins, Tom Collomosse, Chris Cowlin, Gerry Cox, Richard Cracknell, Donna-Maria Cullen, Anne-Marie Dargan, Theo Delaney, Beth Demery, Myrianthos Demetriou, Deborah Dilworth, Duncan Drasdo, Jon Dyster, Simon Felstein, Gary Flavell, Justin Ford, Paul Gascoigne, Jim Gay, Alasdair Gold, Victoria Goodfellow, Frank Gray, Simon Gray, Tom Greatrex, Gary Green, Rich Grove, Kaan Gunduz, Tommy Guthrie, Micky Hazard, Jan Horwood, Nicola Hudson (Cave), Amanda Jacks, Ellie Kershaw, Ronnie Kidd, Dan Kilpatrick, Bernie Kingsley, Alan Landeryou, Lois Langton, Mike Leigh, Daniel Levy, Cathy Long, Ryan Mason, James Mathie, James McKenna, Kev Miles, Tom Mitchell, Martin Murphy,

Ian Murphy, John Murray, Laura Oakley, Chris Paouros, Tim Payton, Ben Pearce, Dave Pennington, Steve Perryman, Tim Rolls, Dave Rose, Alex Royffe, Sam Ryan, Steve Sedgeley, Dean Smith, Seb Stafford-Bloor, Tony Stevens, Paul Stewart, Roger Wade, Rob White, Eileen Williams.

Thank you to **Hubert & Ford** for designing the report.

Apologies to anyone we've accidentally omitted!

PICTURE CREDITS

Thank you to all that supplied pictures for this report.

Our front cover photo was taken by Rob White. Our back cover image is by Chris Cowlin. Inside pictures credited on each image.

16 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 **treasurer@THSTOfficial.com**

Our website address is **www.THSTOfficial.com**

We can also be found on **Twitter @THSTOfficial**

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