



# ANNUAL REPORT 2022/2023

FEBRUARY 2023



## MESSAGE FROM THE FSA

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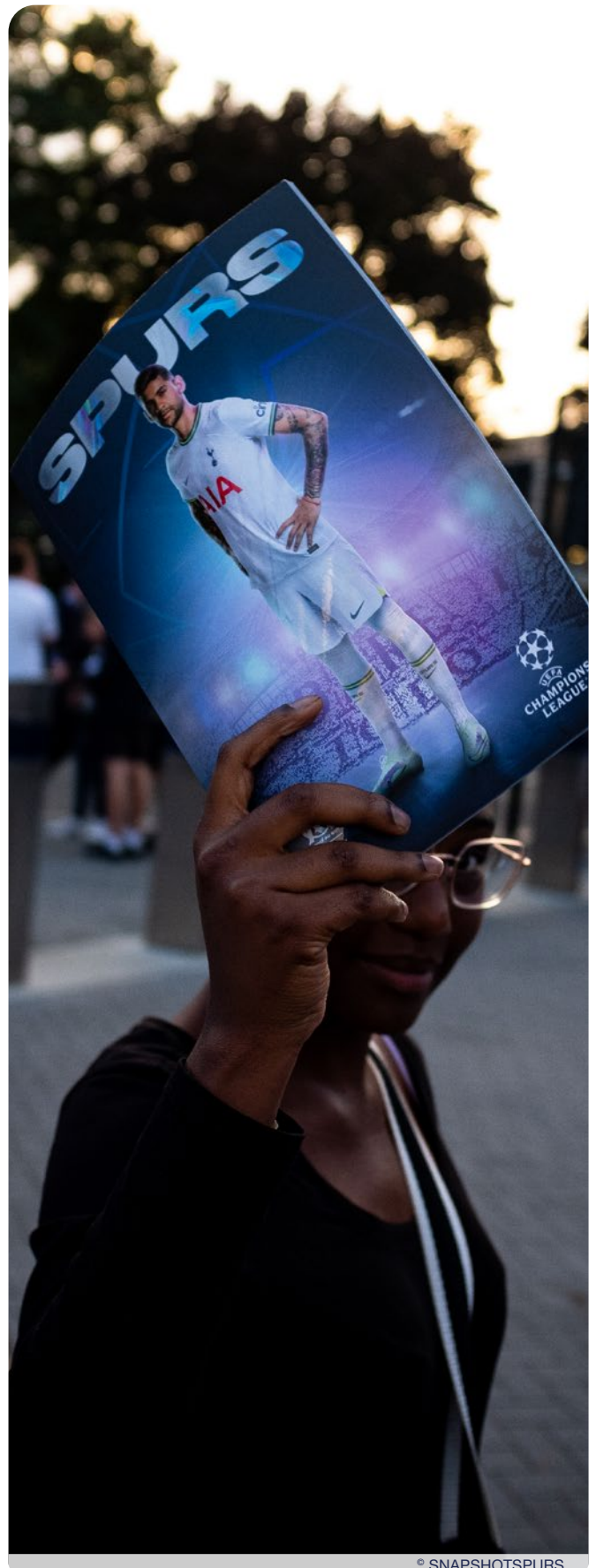
*TOTTENHAM HOTSPUR SUPPORTERS, AND FANS NATIONALLY ALIKE, CAN BE VERY PROUD TO HAVE FANTASTIC, EVER-PRESENT REPRESENTATION FROM THE TOTTENHAM HOTSPUR SUPPORTERS' TRUST ON ALL THE KEY ISSUES AFFECTING FOOTBALL SUPPORTERS.*

*THE THST BOARD HAS RECENTLY SEEN SOME CHANGES, AND WE'D LIKE TO THANK KAT LAW AND MARTIN CLOAKE FOR THEIR INCREDIBLE INPUT OVER THE YEARS. THEY HAVE LAID THE FOUNDATIONS FOR THE EXCELLENT NEW CO-CHAIRS AND BOARD TO CONTINUE TO PLAY A HUGE ROLE IN HELPING IMPROVE SUPPORTER EXPERIENCE IN OUR GAME.*

*AS SUPPORTER INVOLVEMENT CONTINUES TO GROW AT OUR CLUBS, BEING A MEMBER OF YOUR SUPPORTER ORGANISATION IS CRUCIAL.*

*FROM EVERYONE AT THE FSA, THANK YOU TO THST, YOUR MEMBERS AND ALL SPURS FANS, AND BEST WISHES FOR 2023.”*

**FSA.**  
FOOTBALL SUPPORTERS' ASSOCIATION



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# 01 INTRODUCTION



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## THST IN 2022/23

**It's been a time of transition at THST this year as we have sought to establish an embedded, meaningful, formal structure for fan engagement at Spurs. The concept has been formalised through the Fan Led Review of Football Governance, which in turn arose through the European Super League debacle. THST were proud to be able to make a significant contribution to the review and to see many of our ideas included in the final document. This year has seen extensive discussions and negotiations with the Club, with the involvement of other Spurs fan groups, to develop the voice of Spurs supporters through a Fan Advisory Board.**

Members will know that formal meetings at THFC / THST Board level ended as a result of the Club's repeated denials that they were engaged in an attempt to form a breakaway league, when the opposite was the case. We see a properly constituted Fan Advisory Board as a critical opportunity to re-set the formal engagement model between the two organisations, alongside direct engagement between the Club and the Trust as part of the structured dialogue required by the Premier League Fan Engagement Standard.

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***THIS YEAR HAS SEEN EXTENSIVE DISCUSSIONS AND NEGOTIATIONS WITH THE CLUB, WITH THE INVOLVEMENT OF OTHER SPURS FAN GROUPS, TO DEVELOP THE VOICE OF SPURS SUPPORTERS THROUGH A FAN ADVISORY BOARD.”***

It's been a long and, at times, frustrating negotiation, but we are adamant that any new model of fan engagement must be meaningful and have teeth. We hope to be able to report further updates on this at the AGM.

It has also felt like a period of transition at the Club as we wait to see whether the Conte project pays dividends. We are acutely aware of the rising dissatisfaction felt by parts of our fanbase and share many of the frustrations: with the style of play, recruitment strategies and, of course, results. That's why we sent four fundamental questions to the Club in January 2023 – legitimate questions that were a reflection of our email inbox, survey responses and Trust policy – and that were the kind of questions the Trust had been asking for many years – particularly since the sacking of Pochettino.

### **Here's what we asked:**

- 1) *Will the Club share its medium and long-term strategy for success, both on and off the pitch? How is the Club measuring progress and how does it judge current outcomes against those measurements?*



# 01 INTRODUCTION



- 2) *The manager employed by the Club has not signed a new contract and tells us that we should lower our expectations about on-field outcomes. He has said publicly that the Club needs to spend big money every window just to compete. How does this align with the Board's philosophy for achieving success?*
- 3) *Are you satisfied with player recruitment in recent transfer windows and with the performance of the youth teams and the development and supply of younger players through to the first team? Are there any plans to improve this?*
- 4) *Does the Club have a plan for further investment to ensure that the Club remains competitive on the pitch in the face of substantial additional investment by other Premier League clubs? Is the Club closer to securing a naming rights provider? Is there a plan for further investment from ENIC, or from other potential investors or buyers?*

The Club has committed to provide a response in the coming weeks. The Club says it is 'very keen' to address the issues raised but that it will not be able to do this during the transfer window, for commercial reasons. In the meantime, the Club's financial results will be released in February 2023, and there will be a statement from Fabio Paratici on the completion of the transfer window. The Club will respond "in full" to our questions at that point.

We welcome the Club's commitment to provide the Trust with full answers to these key questions although we find it regrettable that the Club would not answer at least some of those key questions immediately, given the significance of those responses and the current mood amongst sections of the fan base. We will scrutinise the answers, along with the financial results and the report from Fabio Paratici, and will seek answers to any further questions that may arise. We will, of course, share the Club's full responses to our questions and our analysis of the responses and reports with Trust members and the wider fan base as soon as is possible at that time.



# 01 INTRODUCTION



***FANS NOT ONLY HAVE THE RIGHT TO ASK QUESTIONS OF THE BOARD, THEY HAVE THE RIGHT TO ANSWERS, TOO.”***

We are committed to asking the difficult questions and holding the Club’s Board to account, but we can’t force the Club to answer them. This is one of the reasons why we’ve invested so much time and effort into trying to embed fan voices in the decision-making process at the Club through the Fan Led Review of Football Governance and through the imminent establishment of a Fan Advisory Board at THFC. Fans not only have the right to ask questions of the Board, they have the right to answers, too. Hopefully creating a formal structure for fan consultation will bring that closer over the coming months.

One of the fundamental questions we have raised relates to further investment to ensure that the Club remains competitive on the pitch in the face of substantial additional investment by other Premier League clubs. This includes the question of further investment from ENIC or from other potential investors or buyers.

The identity and values of any new investors or owners would of course be crucial, in terms of a commitment to invest properly in the Club, the team and its future; and in terms of ethics, probity and track record. We will continue to push for answers and to scrutinise any plans or proposals.

Certainly, the situation cannot continue as at present and we shall continue to hold the Club to account through our communication channels and our ongoing dialogue with THFC.

It’s been a time of transition at THST Board level too with Kat Law and Martin Cloake stepping down as Co-Chairs in July, and with Adam Bailey, Treasurer and Martin Cloake leaving the Board in September and December 2022 respectively. We’d like to thank Adam for looking after the Trust’s finances so carefully during his time as Treasurer.

With Rachel Martin and Steve Cavalier taking on the Co-Chair positions, Koonal Shah stepping up to the Secretary Role, and Anthony Morkos being co-opted to the Board as Treasurer, all officers are new to role and on steep learning curves. Of course, they all have experiences from their



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professional lives which have helped them to take on these new responsibilities and have benefitted from the support of the rest of the Board.

Kat Law and Martin Cloake have been synonymous with THST for many years and their contribution to the Trust and to the wider football supporter community is immeasurable. They leave a huge legacy and very big shoes to fill. We are sure that we will be asking their advice on key issues and strategy for a long time to come. However, we are very pleased for them that they will now be able to ‘enjoy’ going to Spurs games without the additional responsibility of their THST roles and we are sure that they will find exciting ways to share their knowledge and energy within the football world. We are certain that we speak for all Trust members when we record our gratitude for everything they have done for THST and wish them well for the future.

**THST Board**  
February 2023

## 02 MEMBERSHIP



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**As the only independent and democratic supporters' organisation at Spurs, our members have a unified voice and platform through which to convey their views to the Club, and to hold it to account. As previously outlined in our open letter and questions to the Board, there is increasing concern among supporters regarding the current situation at THFC and its direction. A strong, credible, and representative Supporters' Trust, a formally constituted Community Benefit Society, is essential in ensuring a positive influence on the direction of the Club and, as such, we need to continue to grow our membership base.**

A larger membership equates to better representation and increased pressure on the Club to take our concerns seriously. Over the past financial year, THST membership has grown by 4%, with more than 60 Supporter Clubs registered in the UK and worldwide, meaning that we represent nearly 27,000 Spurs fans. Our social media channels have an audience of 70,000 followers, which plays a crucial role in communicating the hard work of the Trust on behalf of our members. While social media

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***A STRONG, CREDIBLE, AND REPRESENTATIVE SUPPORTERS' TRUST, A FORMALLY CONSTITUTED COMMUNITY BENEFIT SOCIETY, IS ESSENTIAL IN ENSURING A POSITIVE INFLUENCE ON THE DIRECTION OF THE CLUB AND, AS SUCH, WE NEED TO CONTINUE TO GROW OUR MEMBERSHIP BASE."***

can be a useful tool for gauging the views and opinions of supporters, it is nearly impossible to capture and relay all individual sentiment. By becoming a member and participating in annual and ad-hoc surveys, you have the opportunity to have your voice heard.

We continue to encourage all followers to sign up as members and urge associate members to upgrade to full membership. We also encourage all Supporters' Clubs to recommend that their members sign up directly with THST. The more members we have, the stronger our voice will be. Our existing members can play a crucial role in increasing our membership base. If each member signs up one new member, we will double in size.

We value the opportunity to meet as many of our members as possible in person, and we encourage you to continue to support member events and the AGM. Your ongoing support is greatly appreciated, and we thank you for it.

**CLICK HERE** TO JOIN, UPGRADE OR RENEW MEMBERSHIP



## 03 FINANCES



### ***THE FINANCIAL REPORTS FOR THE FISCAL YEAR ENDING AUGUST 2022 REFLECT THE TRUST'S FINANCIAL STABILITY AND CONTINUED SUCCESS."***

The Trust's financial performance for the fiscal year ending 31 August 2022 remained strong, resulting in a surplus for the seventh consecutive year. Income for the period totalled £11,064, with operating expenses of £5,009, resulting in a surplus of £6,055.

The majority of the Trust's income is derived from membership fees, with additional contributions from charitable donations. Operating expenses were slightly higher than the previous year due to the resumption of in-person meetings and events. These expenses primarily pertained to website maintenance, administrative costs, and Trust-related events. The proceeds from these

events enabled the Trust to make significant donations to organisations such as Studio306 Collective, as well as contribute to the Ledley King mural.

The Trust's balance sheet also saw improvement, with cash reserves standing at £42,117 due to high income and prudent spending. In conclusion, the financial reports for the fiscal year ending August 2022 reflect the Trust's financial stability and continued success. A key strategic objective is to maintain and increase our membership base, which will provide the Trust with the resources to achieve even greater success for our members.



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## 04 COMMUNICATIONS

### AGM 2022

Our AGM took place on the evening of Wednesday 16 February 2022, online due to restrictions resulting from COVID. We were pleased to see a good turnout of members and a good number of members also casting their votes by proxy. The following resolutions were carried:

- Resolution 3:** That existing Board member Anthoulla Achilleos be re-appointed to the Board of THST
- Resolution 4:** That existing Board member Adam Bailey be re-appointed to the Board of THST
- Resolution 5:** That existing Board member Rachel Martin be re-appointed to the Board of THST
- Resolution 6:** That the appointment of Henry Ellis to the Board of THST be approved
- Resolution 7:** That the appointment of Koonal Shah to the Board of THST be approved
- Resolution 7:** That the appointment of Simon Sullivan to the Board of THST be approved
- Resolution 7:** That the need for auditors be disapplied for accounts ending 31 August 2022

Following the AGM, the THST Board consisted of Anthoulla Achilleos, Adam Bailey, Martin Buhagiar, Stephen Cavalier, Martin Cloake, Henry Ellis, Michael Green, Katrina Law, Rachel Martin, Koonal Shah and Rob White.

Two members of the Board resigned during the course of year, Adam Bailey with effect from September 2022 and Martin Cloake with effect from December 2022. Anthony Morkos was co-opted to the Board as Treasurer with effect from September 2022.

As of February 2023, the Officers of the Trust are Co-Chairs Rachel Martin and Stephen Cavalier, Secretary Koonal Shah and Treasurer Anthony Morkos.

### THST BOARD MEETINGS

Full Board meetings took place on 21 February 2022 (by Zoom), 3 May 2022 (in person), 14 July 2022 (by Zoom), 18 October 2022 (in person) and 9 January 2023 (in person). In addition, a Board discussion on strategy and values took place in person on 6 December 2022.



***ON CLUB OWNERSHIP, THERE ARE A WIDE RANGE OF VIEWS, FROM THOSE WHO THINK WE SHOULD NOT BE CRITICISING THE CLUB TO THOSE WHO THINK WE SHOULD BE CALLING FOR “ENIC OUT”.***

### MEETINGS WITH THFC

There have been no formal meetings with the Board of THFC this year. The new Co-Chairs had an introductory in-person meeting with Executive Director Donna Maria Cullen and Supporter Liaison Officer Levi Harris in July 2022. There have been a number of meetings with the Club regarding the proposed Fan Advisory Board and the arrangements for fan engagement. These are covered elsewhere in this report.

In addition, we regularly meet the Supporter Liaison Officer and Club Heads of Department on ongoing issues and have had specific meetings regarding Champions League ticket pricing, arrangements for fans attending away Champions League matches, domestic away match arrangements, catering and other issues affecting match-going fans. We also had a detailed meeting with the Supporter Liaison Officer, the Head of Ticketing and Ticket Office Manager on a range of ticketing issues and provided a full report of that meeting in our newsletter and on our website.

### END OF SEASON SURVEY 2022

We ran our eighth annual survey in June 2022, and over 6,000 fans responded. The survey was open to all Spurs supporters. So everyone, regardless of geographical location, Trust or Club membership status, had the chance to have their say. It remains the largest independent barometer of fan opinion at Spurs.

At THST we primarily seek to reflect and put forward the views of our members and the mood of Spurs fans more widely. On Club ownership, there are a wide range of views, from those who think we should not be criticising the Club to those who think we should be calling for “ENIC Out”.

## 04 COMMUNICATIONS



***70% THOUGHT THAT ENIC DID A GOOD JOB WITH THE BUSINESS SIDE BUT WOULD LIKE MORE FOCUS ON THE FOOTBALL SIDE. THAT DEMONSTRATES A CLEAR DISSATISFACTION WITH THE ON-FIELD PERFORMANCES UNDER ENIC, WHICH IS WHY WE'VE CONTINUED TO QUESTION STRATEGY AND AMBITION."***

The 2022 survey results showed that views about ENIC's stewardship of the Club were overall more positive than in 2021, coming on the back of a successful end to the season and Champions League qualification, though a lack of confidence in the owners' long-term strategy and approach to managerial appointments was evident.

At that time, summer 2022, the ENIC Out view was shared by only 3% of all respondents and 3% of THST members. The survey was completed by over 6,000 fans including members and non-members of THST. [You can read the full findings of the survey here.](#)

We asked which of the following statements most closely mirrors your attitude towards ENIC at present:

- They do a great job and I'm fully supportive of ENIC as owners of THFC 12%
- They do a good job with the business side but I'd like more focus on the football side 70%
- The time is right for a change if a credible new owner steps forward 12%
- I'd like ENIC to sell up now 3%
- None of the above 2%

Looking at THST members only, the figures were 10%, 73%, 12%, 3%, 2% respectively.

What is perhaps of more significance than the 3% figure is that the majority of respondents, 70%, thought that ENIC did a good job with the business side but would like more focus on the football side. That demonstrates a clear dissatisfaction with the on-field performances under ENIC, which is why we've continued to question strategy and ambition. We will continue to discuss the ongoing mood with our membership as we move deeper into the season. As ever, the full results of the survey were shared with the Club, press, THST members and the wider fan base.

[The full results are available here.](#)

### NEWSLETTERS

Our written newsletters can be found online in the THST News section of our website. They remain our main means of communication with our members and go into great detail so fans can refer back to them and understand the reasons we work in the way we do, and why we take certain positions. Many of the questions we receive about our work and about particular policies can be answered by reading the monthly newsletter, so we continue to urge everyone to do so.

### PODCASTS

Our [YouTube page](#) continues to grow with increasing numbers of subscribers. Members can visit our channel and watch all of our podcasts, which continue to receive positive feedback. Recent topics have included our work with fan groups, ticketing, THST social events and formal democratic meetings, mental health, foodbanks and the odd reference to on-field activities. If there are any topics you'd like covered, please do let us know.

### SOCIAL MEDIA

We now have more than 61,000 followers on Twitter and over 8,000 on Facebook. Both channels remain transmit only and we therefore urge anyone with questions to send them by email to [info@thstofficial.com](mailto:info@thstofficial.com). We simply do not have the time to engage in long discussions on social media, and we do not respond to abuse or false assertions.

### MEDIA RELATIONS

Our network of contacts with the media remains strong and is growing. We are the established organisation for Spurs supporter comment, and we are often contacted for comment on national and international issues. We try to deal fairly with the media at all times, and we believe that approach pays off. We're also indebted to a number of the leading Spurs community podcasts for regularly giving us the time to explain what we do and why we do it.



## 04 COMMUNICATIONS

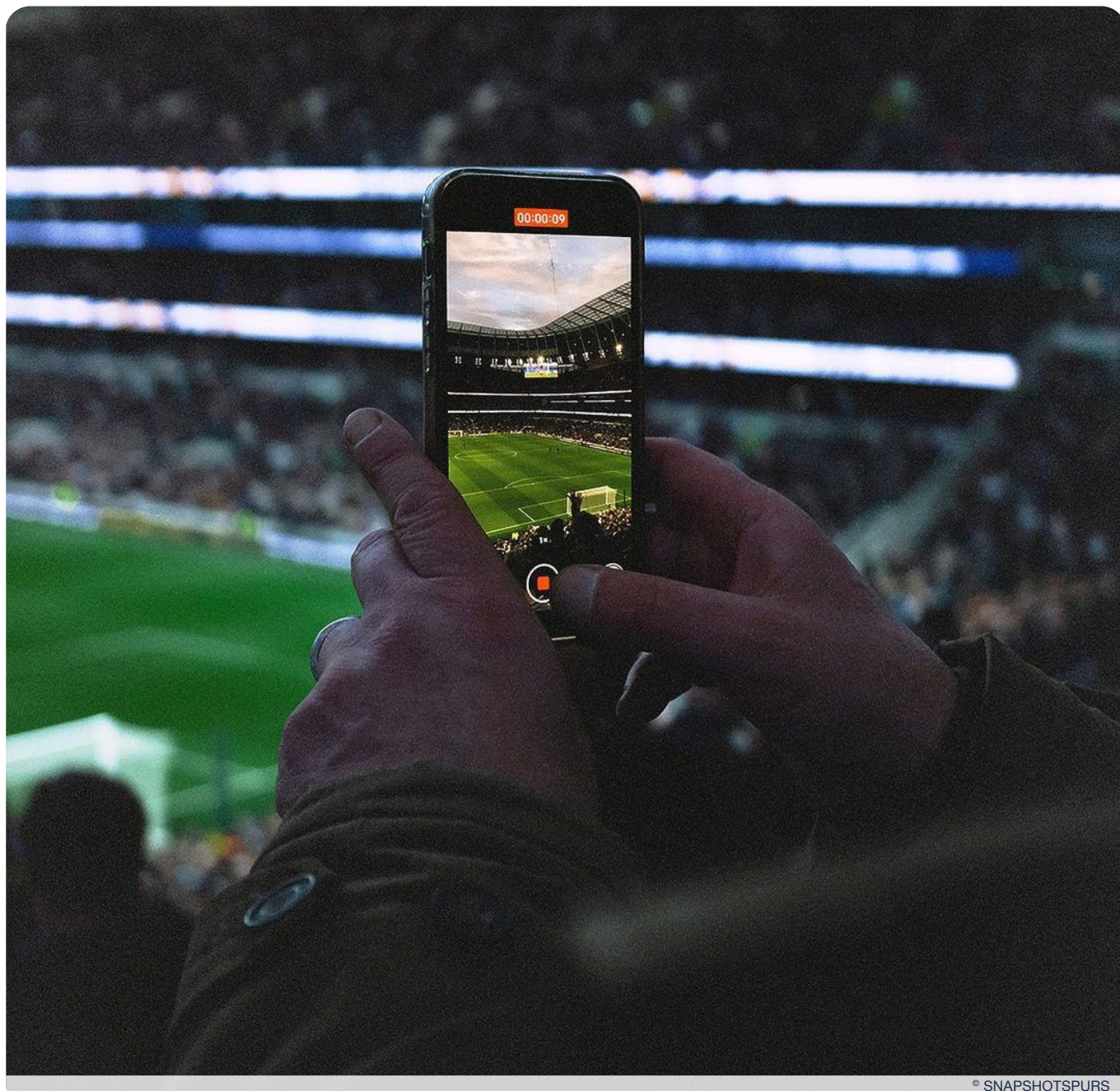
### WEBSITE

Our website at [www.thstofficial.com](http://www.thstofficial.com) is the public face of the Trust. All of our newsletters are in the THST News section of the site, along with other announcements, statements and stories about our work. We have a dedicated campaigns page which features initiatives such as the Cycle On You Spurs charity bike riders, and access for full members to our forum, which is growing steadily. We are always looking for new imagery for the site, and we will credit photographers.

### FORUM

The **THST Forum** is a resource we offer to all full and life members, and it can be found on the THST website. This is an arena for Full Members to discuss areas of interest and concern, and THST Board members regularly post and answer questions. All areas of the Trust's work are covered including ticketing, community, Trust and Club meetings, social events and much more.

The Forum is also a good place for full members to ask THST Board members questions, and to ensure that we are aware of the off-field issues uppermost in your minds.



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## 05 CAMPAIGNS

### FAN LED REVIEW OF FOOTBALL GOVERNANCE

The report of the Fan Led Review of Football Governance ('FLR') was published in November 2021. Chaired by Tracey Crouch MP, the report's recommendations included the creation of an independent regulator for men's professional football in the top English leagues, the establishment of a Golden Share held by supporters' trusts to protect key aspects of football club heritage and the requirement for clubs to set up a shadow board within their governance structures so that fans are consulted and their voices heard.

Progress on implementation of the recommendations has been slow. The recommendation for clubs to set up shadow boards does not require legislation. Some Premier League clubs have already agreed new structures and others are in ongoing discussions. We report on our ongoing discussions with THFC in the next section.

In parallel with this, the Premier League (in discussions with its constituent clubs) has been developing its own Fan Engagement Standard ("FES"), which was eventually finalised in November 2022. That FES is the minimum required level of engagement and it is not intended that clubs should settle for that lowest common denominator. The FES also emphasises that clubs should continue with structured dialogue and fan engagement with existing supporter groups and not confine dialogue to any newly established Fan Advisory Boards. The FES requires all Premier League clubs to submit their plans for fan engagement by the end of January 2023.

Some of the recommendations of the FLR do, however, require legislation - notably the independent regulator and the Golden Share. There has been little tangible progress on this since the publication of the report.

In March 2022 we joined the Football Supporters' Association and other supporters' groups in urging the government to implement the FLR recommendations in full and to legislate to give the proposals teeth. We wrote to Members of Parliament urging them to support the campaign and put pressure on the government and we provided a template for THST members and other supporters to write to their MP. A number of MPs responded positively.

In April 2022 the government issued its response to the FLR. It endorsed the ten strategic recommendations of the FLR and committed to legislate to establish an independent regulator for football, giving it statutory powers to "improve financial sustainability and corporate governance across our national game, and place fans squarely at the heart of decision making", in the words of the Department for Digital, Culture, Media and Sport.



***CHAired BY TRACEY CROUCH MP, THE REPORT'S RECOMMENDATIONS INCLUDED THE CREATION OF AN INDEPENDENT REGULATOR FOR MEN'S PROFESSIONAL FOOTBALL IN THE TOP ENGLISH LEAGUES, THE ESTABLISHMENT OF A GOLDEN SHARE HELD BY SUPPORTERS' TRUSTS TO PROTECT KEY ASPECTS OF FOOTBALL CLUB HERITAGE AND THE REQUIREMENT FOR CLUBS TO SET UP A SHADOW BOARD WITHIN THEIR GOVERNANCE STRUCTURES SO THAT FANS ARE CONSULTED AND THEIR VOICES HEARD."***

The next step on that road is for the government to publish a White Paper setting out what will be included in the legislation. However, that has not yet happened, despite pressure from opposition politicians, supporter groups and prominent figures within football.

After the brief interlude of a Prime Minister who was opposed to this reform of football, the current Prime Minister is on record as saying he supports and will implement the FLR recommendations.

Our Co-Chairs attended a meeting in Parliament in November 2022 for the launch of the FLR panel report "One Year On" measuring progress since the original FLR recommendations. The report acknowledged that only very limited progress had been made. We had the opportunity to discuss the FLR and recommendations with Tracey Crouch MP, politicians, representatives from the football authorities and other supporter groups and to call for the full implementation of the proposals.

The Sports Minister attended the meeting but could only say that there would be progress "soon". Since then, the Prime Minister has reaffirmed his commitment to the proposals but the White Paper has yet to be published.



## 05 CAMPAIGNS



***OUR AIM THROUGHOUT THIS  
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ACHIEVE A ROBUST ENDURING  
BASIS FOR EFFECTIVE FAN  
ENGAGEMENT AT THFC.”***



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### FAN ENGAGEMENT AT THFC

In December 2022 the Club put forward initial proposals relating to fan engagement at THFC, following on from the publication of the report of the Fan Led Review.

We reported last year on the initial discussions on those proposals. Since our last AGM there have been extensive further discussions and exchanges, with several iterations and re-drafts of the proposals.

Our aim throughout has been to achieve an outcome which builds upon the recommendations of the Fan Led Review and betters the Fan Engagement Standard now agreed by the Premier League and to achieve a robust and enduring basis for effective fan engagement at THFC.

Those discussions have been going on throughout the year. Through detailed negotiations and working with other groups representing sections of Spurs' fan base, we have achieved a number of positive changes to the proposals, changes which strengthen the role and remit of the proposed Fan Advisory Board.

Those negotiations have been protracted and whilst they have been ongoing, we have not been able to share with Trust members the details of the issues under discussion, nor the areas of agreement or concern.

We believe that we have made real progress in ensuring the new body is representative of a broad cross section of Spurs support and preserves the independence of the Trust. We have also ensured that there is an acknowledgement that further steps may be necessary when the government legislates for an independent regulator and a Golden Share.

Extensive discussions have continued, and we have managed to achieve a number of changes which we believed were necessary to ensure the effectiveness of the Fan Advisory Board.

In parallel, THST will continue to represent fans direct with the Club as the only independent, democratic organisation representing supporters across the range of all issues at a holistic level. This is recognised by the Club and reflected in our formal arrangements with THFC.

We have said from the outset that any arrangements must be such that they would have prevented the Club from engaging in secret talks for a breakaway league without the knowledge or consent of the fans, and this remains the case.

At the time of writing, we are awaiting further revised documentation from the Club, and we hope to be able to provide further information at the AGM.

## 05 CAMPAIGNS



### ONLINE ABUSE

Everyone will be only too aware that online abuse remains a problem and that too often people are subjected to bullying behaviour on social media. Social media companies have not been effective at dealing with this, let alone stamping it out.

We reported last year on the government's Online Safety Bill. This would impose new duties on social media companies. Progress through Parliament has been slow. The government announced some further changes to the legislation in December 2022. The Bill returned to the House of Commons on 17 January 2023.

### MENTAL HEALTH

In October 2021 Board member Rob White attended a session at ANDYSMANCLUB in Barnet. ANDYSMANCLUB is a men's suicide prevention charity, who offer free-to-attend talking groups for men. The nationwide groups meet every Monday and create a judgement-free, confidential space where men can open up about issues in their lives. A longer-term aim of the Trust is to look at helping set up a group in the Tottenham area.

In May, Board members Anthoulla Achilleos and Rob White had a meeting with representatives from Sunderland AFC Branch Liaison Council. In 2019 SAFCBLC along with

Washington Mind and The Foundation of Light launched the first fan-led Mental Health Hub in the UK. The hub in Sunderland is open before every Saturday home game between 12.30pm- 2.30pm. As part of a fact-finding mission, we are planning to visit the hub in Sunderland before the end of the season.

Our [Trust Podcast in May](#) highlighted the work of Tara Hancock who started the charity [Sport Against Suicide](#).

### VISIBLE HISTORY

The Ledley King Mural was unveiled in January 2022. This was the first mural within the vicinity of the stadium. The media coverage for this event was phenomenal, as was the local community response. Our intention is that there will be other murals, of varying scale, which will help to portray the history and heritage of Tottenham Hotspur. We at the Trust now have a vast amount of knowledge about working with local partners on this type of project. If anyone has any ideas of suitable subject matter, potential sites or can offer help with fundraising then please contact [rob.white@thstofficial.com](mailto:rob.white@thstofficial.com)

### TICKETING

Ticketing remains the Trust's busiest area of work. Our former co-chair Kat Law leads on this work stream assisted



## 05 CAMPAIGNS

by Anthoulla Achilleos who will take over when Kat steps down from the Board at the AGM. We thank Kat for her tireless work to achieve the best ticketing outcomes for Spurs fans and for the unrivalled knowledge and expertise that she has brought to this issue.

There have been a number of key themes throughout the year, in addition to the individual pieces of case work we regularly handle representing fans in dispute with THFC, and the ongoing work on a match-by-match and issue-by-issue basis.

### Season ticket renewals

This is an issue on which we have consistently lobbied the Club and argued for a better deal for fans. We were pleased that the Club froze the prices of Season Tickets, which we argued was appropriate given the cost of living issues faced by so many, and the high starting point. We are seeking a further freeze or a reduction for next season.

We were extremely disappointed at the Club's decision to impose a deadline of 29 April 2022 for Season Ticket renewals, before the 2021/22 season had finished. Supporters were understandably angry about this and many fans contacted us to complain. Not only were fans having to make a decision without knowing which competitions the Club would play in, they were also being asked to pay out one pay packet earlier.

We wrote an open letter to the Club ([Link Here](#)), along with Proud Lilywhites and SpursAbility, asking the Club to take into account the financial pressure on fans and to reconsider. Regrettably the Club refused to do so.

We have raised the issue in relation to renewals at the end of the 2022/23 season and stressed that renewal should be after the end of the season, no earlier than 29 May 2023.

We have continued to lobby for the reintroduction of the inclusion of two cup home games per season. We have requested the continuation of the interest free loan scheme for Season Ticket renewals and the removal of all booking fees from Season Ticket Renewals.

We have suggested that loyalty should be rewarded by offering renewals at a lower rate. We also spoke to the Club about exploring the possibility of offering incentives to non-renewing Season Ticket holders to re-join or to continue regularly attending matches and we offered to participate in any focus groups on this suggestion.

This season the Club introduced a Half Season Tickets offer, starting from the North London Derby in January 2023. We were notified in advance and raised a number of questions. The Trust does not object in principle to the offer of half season tickets, indeed 71% of respondents to

our survey supported the concept. We did have concerns about the impact on the ratio of season tickets to match day tickets in the stadium, including availability of tickets for One Hotspur members. We also raised a number of questions about the operation of the scheme in relation to concessions. At our ticketing meeting in November the Club said that none of the Half Season Tickets offered were in areas with concessions, so availability of concessions was not affected. They reported that 1200 Half Season Tickets were made available, which were a mixture of new inventory and unsold Season Tickets, and that 600 Half Season Tickets were eventually sold.

### Pricing of cup games

We made clear our unhappiness at the ticket pricing for Champions League group stage home fixtures. We argued that the pricing was too high and that lower pricing should have been adopted. Many fans also complained about the lack of availability of a group package for the three games, which is a popular option which we support. We successfully argued for Ticket Share to be made available for the second and third group games.

We believe that the pricing had an impact on attendance at those games, as shown by the number of tickets available for guest purchase. We are pleased that the Club has responded to concerns and that the AC Milan Round of 16 game has been more appropriately priced, with Ticket Share made available for that game.

We were also pleased that the Club adopted the approach which we had advocated for the Portsmouth FA Cup tie, with reasonable pricing and family packages. We were however disappointed to see that, once again, senior concessions were not available.

### Premier league away fixtures

The Premier League announced that the £30 cap on the price of tickets for away fans at PL fixtures will not only remain for at least three years, but has been written into the rules of the competition. This is a significant victory for fan campaigning in which THST played a key part.

At the end of last season, we published our regular annual infographic showing the ticketing points threshold required to be successful in obtaining tickets for away league fixtures, giving a comparison over five seasons.

Access to away tickets continues to be a hot topic and one which we regularly discuss with the Club, including at our ticketing meeting in November 2022. It is always a contentious issue amongst the fan base, with a range of views. We asked for, and received, a breakdown and explanation of the allocation for away games between Season Ticket Holders, Premium Season Ticket Holders and players/staff/sponsors and partners.

## 05 CAMPAIGNS

“

***THE CLUB REMAINS OF THE VIEW THAT ALLOCATING BY POINTS ACCRUED OVER A FIVE-YEAR CYCLE IS THE FAIREST METHOD.”***

We asked the Club about the suggestion made by a number of supporters that a proportion of away tickets should be allocated by ballot, with the majority still being allocated by loyalty points. The Club was not convinced that this was the right thing to do. It would increase the points threshold required and reduce still further the number of people able to accrue enough points to acquire tickets. The Club remains of the view that allocating by points accrued over a five-year cycle is the fairest method.

The Club does acknowledge the problems caused by passing on of tickets and is continually seeking to clamp down on this. All reports are followed up. We encouraged the Club to be more transparent about the spot checks they undertake and the punishments currently levied. We welcome the Club's appointment of an Investigation Officer to follow up on misuse of all tickets.

It is important that the limited supply of tickets for away matches go to and are used by supporters who are genuinely entitled to them because of their ticketing points. The issue has also been raised in relation to Champions League away fixtures. Neither the Club nor the Trust would support a requirement that supporters have to collect their tickets at the away venue, as the disruption and inconvenience caused would be disproportionate for fans and staff alike. The introduction of digital ticketing for away fixtures would go a long way to tackling this issue, although various technical aspects would need to be ironed out to prevent unauthorised duplication. The Club is working on a pilot project on this with other Premier League clubs.

### **Concessions**

We raised with the Club our opposition to the removal of the senior One Hotspur membership option for new members. We do not accept the Club's justification that it would only affect a small number of people and would reduce the number of membership categories and therefore make it administratively easier for the Club. We do not believe that is sufficient reason for removing this benefit.

Likewise, we continue to oppose the Club's removal of senior concessions from the ticketing for home cup games, most recently Portsmouth in the FA Cup.



Removing benefits from older loyal and long-term Spurs fans is not acceptable, particularly at a time of hardship for many in the midst of a cost of living crisis.

We continue to lobby for concessions to be tied to the person and not to the seat, as there are only specific areas currently in the ground where concessions are available. We also continue to lobby for solutions where concessionary areas are available via Ticket Exchange.



## 05 CAMPAIGNS

### **Ticket exchange and ticket share**

With the ending of Covid-19 restrictions, the Club reverted to the prior operating conditions for Ticket Exchange and Ticket Share. As mentioned, we successfully lobbied for the availability of Ticket Share for Champions League home games, after it was not made available for the first group game.

We have also raised issues that arise when matches are postponed or rearranged after fans have already passed on a ticket via Ticket Exchange or Ticket Share. This was relevant with last season's late (and controversial) postponement of the North London Derby. We lobbied for Season Ticket Holders who had sold their original seat via Ticket Exchange to have a priority window to purchase another ticket for the rearranged date, or for the recipient of a gifted ticket via Ticket Share be to able to request a return to the original owner. We were pleased that the Club listened to our concerns and confirmed this.

### **Looking ahead**

Access to tickets is the gateway to supporting your team and, as such, campaigning for fairer pricing and availability across all competitions is vitally important to the future health of our club. It was no surprise to see Ticket Pricing as the second most important campaigning priority for the Trust in our 2022 Fan Survey, and we'll aim to deliver on that objective as we move into 2023.

### **TV PICKS AND SCHEDULING**

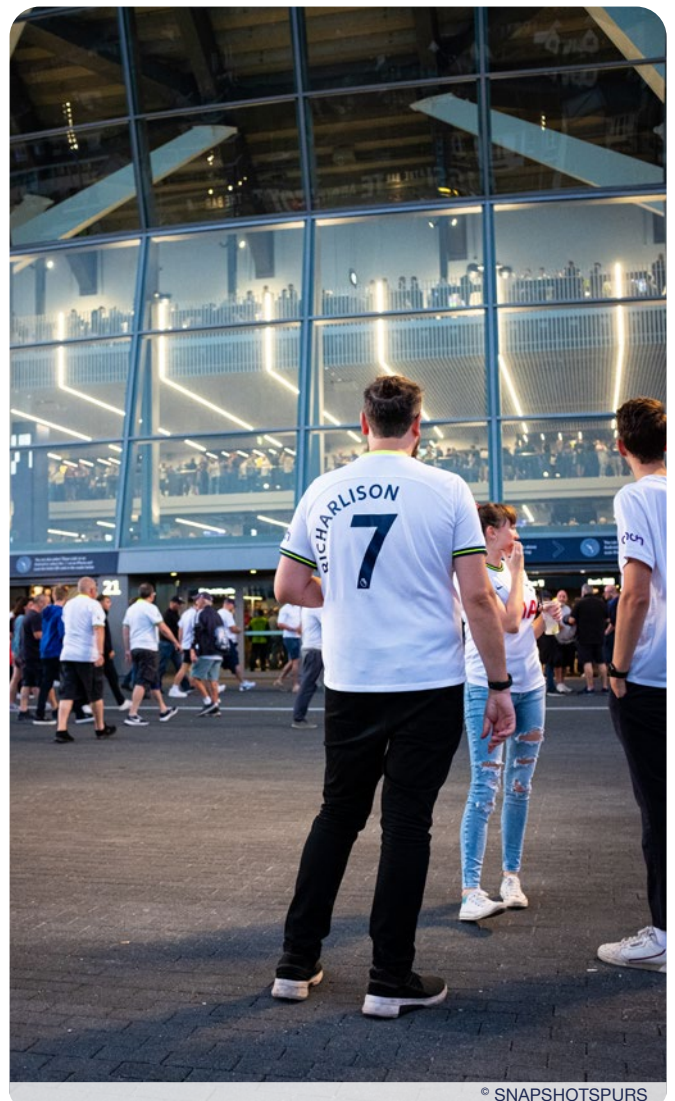
This remains a major issue and was identified as a priority in responses to our annual survey. It is indeed a top priority for the Trust and we continue to pursue the issue with the football authorities, broadcasters and rail companies, working alongside the Football Supporters' Association and other fan groups.

A source of particular frustration is the delay in announcing which fixtures have been selected for television and the date and time of those fixtures. The Premier League publishes at the start of the season the dates when televised fixtures are due to be announced, and then regularly fails to comply with that timetable. This makes it impossible for fans to plan ahead and adds to the cost of travel to and from games. We and the Football Supporters' Association consistently raise this with the Premier League and press them to adhere to their commitments.

THST continues to contribute to the FSA's Broadcast Working Group, along with representatives from four other supporters' trusts. As part of that Group, we continue to stress the need for mitigation when games are moved to anti-social slots, lobbying for subsidised travel to be laid on by clubs when no viable public transport options are available, and campaigning for flexible train fares to protect fans when matches are rescheduled.

“

***THE PREMIER LEAGUE PUBLISHES AT THE START OF THE SEASON THE DATES WHEN TELEVISED FIXTURES ARE DUE TO BE ANNOUNCED, AND THEN REGULARLY FAILS TO COMPLY WITH THAT TIMETABLE. THIS MAKES IT IMPOSSIBLE FOR FANS TO PLAN AHEAD AND ADDS TO THE COST OF TRAVEL TO AND FROM GAMES.”***



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## 05 CAMPAIGNS

“

***WE CONTINUE TO STRESS THE NEED FOR MITIGATION WHEN GAMES ARE MOVED TO ANTI-SOCIAL SLOTS, LOBBYING FOR SUBSIDISED TRAVEL TO BE LAID ON BY CLUBS WHEN NO VIABLE PUBLIC TRANSPORT OPTIONS ARE AVAILABLE, AND CAMPAIGNING FOR FLEXIBLE TRAIN FARES TO PROTECT FANS WHEN MATCHES ARE RESCHEDULED.”***

We are pleased that THFC has continued to provide subsidised transport for away fixtures without viable public transport options, including those affected by rail disruption.

Spurs and other clubs have been affected by fixtures being moved more than once, often in circumstances which should have been foreseen and avoided by the Premier League and broadcasters. This is completely unacceptable. While terms and conditions will always say that fixtures may be moved, fans should be entitled to assume that once televised fixtures have been selected, those dates and times will not be moved. There are many examples of fans being unable to attend games because of other commitments made based upon the scheduled televised fixture time and even more examples of fans incurring extra cost and inconvenience. The creeping normalisation of multiple rescheduling must be stopped.

The most recent example of this affecting THFC was the match against Newcastle in October. We raised this with the Premier League and with the Independent Football

Ombudsman, who recognised the inconvenience caused to supporters and the current imbalance between the clubs and supporters.

No fans should be left out of pocket and we have successfully lobbied the Club to ensure that full ticket refunds are available for One Hotspur members who can no longer attend. However, that does not deal with the issue of travel costs that those fans may have incurred. Many home fans, as well as away fans, travel long distances to attend matches. In 2022 the rail industry operated a Book with Confidence scheme for advance train tickets which allowed travel plans to be changed without incurring a fee. We continue to call for such a scheme to be put in place permanently. We have tried to engage with the Rail Delivery Group, but they have so far failed to respond adequately.

We also advocate for the Premier League to use part of its broadcast revenues to fund compensation for fans who have lost out financially due to late fixture changes. We are campaigning for this to be included in the next contract for broadcasting rights.



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## 06 CASEWORK



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We continue to help individual THST members with a range of concerns and issues including ticketing, matchday experience and accessibility as well as supporting those who are ill or bereaved.

Details of individual cases are confidential, but we respond to every email we receive seeking assistance and always try to offer best advice and support, where possible.

Some issues can be quickly resolved by advising fans to check Ask Spurs. Others require personal intervention

and, while we can't always come up with the answer that members are hoping for, we can often facilitate useful dialogue that can move things forward.

We have access to legal advice from specialists in football law and supporter issues, if required.

Any THST member in need of advice or assistance should email us at [info@THSTOfficial.com](mailto:info@THSTOfficial.com).



## 07 POLICING AND SAFETY

“

***THE TRUST PREPARES THOROUGHLY AND DRAFTS QUESTIONS ON THE ARRANGEMENTS FOR PRIOR TO THE GAME, INGRESS TO THE STADIUM, SAFETY AND STEWARDING DURING THE GAME AND ARRANGEMENTS POST-MATCH.”***

### DOMESTIC HOME GAMES

We hold meetings with the police and Club safety officials ahead of games which are identified as potentially giving rise to particular challenges.

For all meetings such as this, whether for home games or away games, the Trust prepares thoroughly and drafts questions on the arrangements for prior to the game, ingress to the stadium, safety and stewarding during the game and arrangements post-match. This is a responsibility that we

take very seriously. These meetings are intended to be above tribal rivalries and to focus on fan safety and ensuring that both sets of fans are able to enjoy the game in safety.

We recently attended such a meeting prior to the North London Derby, requested by the away club and away supporters' groups. The responses given by THFC were clear and comprehensive and it is regrettable that some attendees at the meeting chose to publish inaccurate, misleading and irresponsible posts on social media. Such behaviour goes completely against the purpose and intent of these meetings. This was raised with the away club and the posts have since been deleted.

### DOMESTIC AWAY GAMES

We met officials of Chelsea FC along with THFC staff and Chelsea fan reps to discuss plans for the Premier League fixture at the start of the season. We pushed back unsuccessfully against the unjustified reduction of 70 seats in the away allocation. We issued information to our fans about arrangements and specific issues to be aware of.

We also hold meetings with the Club and representatives of the home team regarding arrangements for domestic





## 07 POLICING AND SAFETY

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***THE EXCITEMENT OF THE CHAMPIONS LEAGUE BRINGS WITH IT THE CHALLENGE OF VISITS OF TEAMS WHO HAVE NOT PREVIOUSLY (OR RECENTLY) PLAYED IN N17 AND AWAY TRIPS TO CITIES AND STADIA THAT WE HAVE EITHER NEVER VISITED OR HAVE NOT DONE SO FOR SOME TIME.”***



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away games against teams that Spurs have not played in recent years, where there may be particular issues or arrangements that fans need to be aware of.

We held meetings prior to the Premier League game at Nottingham Forest and the FA Cup tie at Preston North End and issued information for supporters travelling to those games. Our perspective is welcomed and the additional information we can provide for supporters is well received.

### CHAMPIONS LEAGUE GAMES

The excitement of the Champions League brings with it the challenge of visits of teams who have not previously (or recently) played in N17 and away trips to cities and stadia that we have either never visited or have not done so for some time.

We were concerned about disturbances and apparent disorder in the away end at the home game against Olympique de Marseille. A number of Spurs fans contacted us about this issue. We raised these concerns with the Club, and issued a statement which can be [read here](#) and received a response, which we reported to supporters which can be [read here](#).

Following this, our Co-Chairs attended a meeting with the Club to review the CCTV footage from that night and to be taken through the steps taken by the Club, stewards and police before, during and after the game to deal with the particular challenges of certain groups of away fans in European competitions.

Our Co-Chairs followed this up by observing the policing and stewarding operation for the subsequent home group game against Eintracht Frankfurt. This was an impressive operation and there was no trouble from away fans at or around the game. You can read our full report [here](#).

We thank the safety and security team at Spurs for the work that they do and for giving us the opportunity to witness that at first hand.

For away trips, we meet with the Club to discuss the arrangements for travel, in the city before the match, travel to and ingress to the stadium, stewarding and safety arrangements during the match, facilities at the ground and arrangements following the final whistle. We held meetings for the Frankfurt and Marseille away group games and for AC Milan in the round of 16. We discuss the information that the Club will be providing to travelling fans and issue our own additional communications where appropriate.

## 08 ATMOSPHERE

“

***THIS YEAR WE HAVE SUCCESSFULLY FACILITATED DISCUSSIONS BETWEEN FAN-LED GROUPS AND THE CLUB TO IMPROVE THE MATCHDAY ATMOSPHERE WITH TANGIBLE PROGRESS MADE.”***

**This year we have successfully facilitated discussions between fan-led groups and the Club to improve the matchday atmosphere with tangible progress made. Over the last twelve months we have seen fan-led atmosphere initiatives transition from ideas to action.**

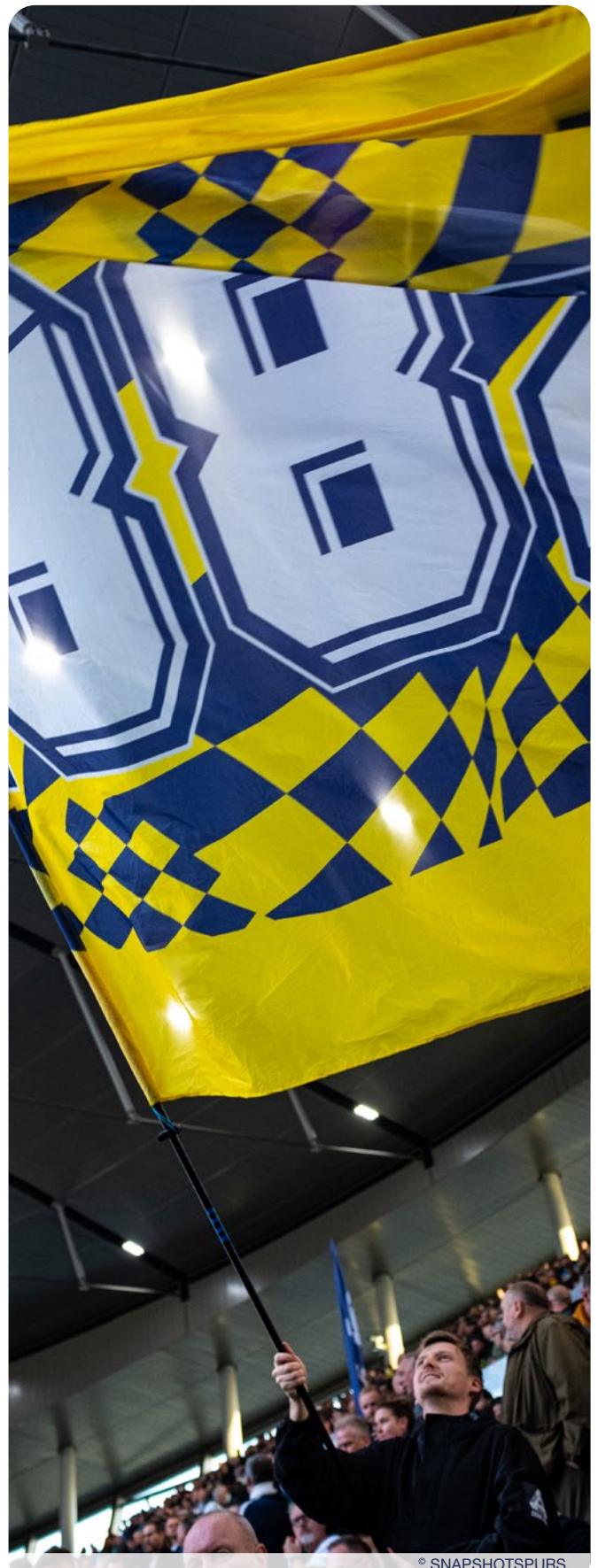
As a Trust we have always maintained the belief that the atmosphere in the ground relies on two things – the effort fans are prepared to make, and the performance of the team on the pitch. We believe that it is down to the fans to get behind the team rather than being told when or how to do so.

The conversations that have taken place between the Club and fan-led groups have been productive and more importantly, organic. We have seen the emergence of SpursSongsheet and THFC Flags this year collaborating to drive change in the matchday atmosphere at the Tottenham Hotspur Stadium, using the Trust to connect with THFC SLO Levi Harris.

Some of the successes include an increase in the number of flags and volunteers in the South Stand on a matchday, tifo displays against Sporting Lisbon and Arsenal, the trial of various anthems prior to kick-off as suggested by fan-groups and the promotion of fan-written songs through the Clubs social media platforms (for example ‘He’s the reason’ in tribute to Rodrigo Bentancur).

For more information on the fan-led successes to date, visions for the future and how to get involved please visit our website and view the podcasts recorded with Tim Winstone (SpursSongsheet) and James Black (The Voice of Spurs) in November 2022. Here are the links: [Spurs Songsheets](#) and The [Voice of Spurs](#).

Thank you to all the volunteers who distribute and wave the flags and spend hours and hours putting out the tifos – a mammoth commitment which is enormously appreciated. It has been pleasing to see our fans driving change and taking action to improve the atmosphere at the Tottenham Hotspur Stadium this year. As a Trust we remain committed to facilitating these conversations and so, if you have any suggestions, we’ll help.



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## 09 COMMUNITY

“

***WE KNOW THAT DURING THE CURRENT FINANCIAL DIFFICULTIES MANY FAMILIES ARE STRUGGLING TO PAY THEIR HEATING BILLS AND BUY FOOD. WITH INCREASED JOB INSECURITY, MORE AND MORE PEOPLE ARE TEETERING ON THE BRINK OF FOOD POVERTY.”***

### THE ANTWERP ARMS

2022 has been a busy year for Tottenham’s award-winning community owned pub the Antwerp Arms. The back garden has been transformed with a new rear door, paving and fencing. Practically flush from inside to out, the door makes disabled access from the rear much easier. The Antwerp Arms continues to offer a 10% discount on all food from the menu and all drinks, on match and non-match days. This offer is for all full and life members of THST, on the production of a Trust badge. We hold our end of season BBQ and annual Quiz night at the ‘Annie’ and we hope to see you there in the not too distant future.

### TOTTENHAM AND NORTH ENFIELD FOODBANKS

We have continued to support and promote donations of food and money to the Tottenham and North Enfield Foodbanks during the year through the text giving service in conjunction with THFC and the Tottenham Hotspur Foundation. We’ve encouraged fans to donate much needed food items on certain matchdays at the Tottenham Foodbank van parked at the Tottenham Community Sports Centre. Spurs fans and Trust members receive the items and then drive them to the depot. If you would like to volunteer with the Foodbank you would receive a very warm welcome – please email us at [info@thstofficial.com](mailto:info@thstofficial.com) if you have a little time to spare.

We know that during the current financial difficulties many families are struggling to pay their heating bills and buy food. With increased job insecurity, more and more people are teetering on the brink of food poverty. So we were delighted to be able to promote the work of local foodbanks with a pre-match pitch-side interview between Paul Coyte, THST Co-Chair Rachel Martin, and a foodbank volunteer earlier this season. For more information, please watch this edition of the THST podcast: [THST Foodbank Podcast](#)

The Twitter accounts [@THSTOfficial](#), [@SpursOfficial](#), [@TottFoodbank](#) all publicise the matches at which collections are made. Items that are always useful to donate are sweet and savoury snacks, dried and canned food, toiletries, and sanitary products.

This is an area where the Trust and Club work well together for a vital cause, and we’ll continue to do so as long as the need is there.



© ANTWERP ARMS

## 10 CHARITY



***IN THE FOUR RIDES PRIOR TO 2022, COYS HAD RAISED AROUND £112,000. FOR THE 2022 EDITION THE TEAM RAISED AN INCREDIBLE GRAND TOTAL OF £57,429.59 FOR PROSTATE CANCER UK”***

### **PCUK FOOTBALL TO AMSTERDAM**

It was at a meeting with Martin Jol in 2015, attended by THST Board members Martin Cloake, Adam Bailey and Kevin Fitzgerald, that the Cycle to Amsterdam idea and the Cycle on You Spurs Team were born. Through Kevin, the team went from strength to strength and the amount of money raised for PCUK sky-rocketed. Sadly, due to escalating costs, the final edition of Prostate Cancer UK's annual cycle ride to Amsterdam was held in June 2022.

During this time around 100 people have cycled under the COYS banner. In the four rides prior to 2022, COYS had raised around £112,000. For the 2022 edition the team raised an incredible grand total of £57,429.59 for Prostate Cancer UK. THST's end-of-season BBQ, where we welcomed THST President and Spurs legend, Steve Perryman, and enjoyed music from DJ Alex Royffe and Spurs Songsheets' Tim Winstone, added over £2000 to this total, including through the generosity of Ben Abrahams and his dedicated team at the Antwerp Arms.

THST will continue to support the work of Prostate Cancer UK and continue the legacy of the COYS team.

### **STUDIO 306 COLLECTIVE**

Wood Green based Studio 306 Collective remains our local nominated charity, and we've continued to support and publicise their work. Studio 306 is a group of skilled arts and craft practitioners, who have come together to form an exciting community enterprise. Specialising in designing high-quality ceramics, jewellery, sewing craft and screen-printed products, the aim of the studio is to empower disadvantaged local individuals by offering a creative space for those who are recovering from mental illness. Here they can rediscover forgotten skills, develop new ones and boost their confidence within a working environment. Studio 306 Collective CIC is a not-for-profit organisation, so every penny made from the sale of their products goes back into supporting the project.

On 21 April 2022 we held our annual fund raising THST Quiz Night at the Antwerp Arms, with question master Theo Delaney from The Spurs Show. Seventeen teams competed for the honour of being crowned champions. The competition was extremely close and in the end the title, and the medals went to the THFC Staff team. Included in their team was a certain Ledley King. This fantastic event helped to raise over £1000 for Studio 306. We'd like to thank everyone who attended, donated prizes, bought raffle tickets and helped to make the evening so enjoyable, as well as raising such a significant amount for this wonderful local charity.



# 11 EXTERNAL ORGANISATIONS

## FOOTBALL SUPPORTERS' ASSOCIATION

We remain one of the most active supporters' trusts in the country and we contribute to a range of work and maintain regular contact with the FSA staff, officials and other supporter groups.

THST Board members Koonal Shah, Kat Law, Rachel Martin and Steve Cavalier attend the regular Premier League Network meetings and help to lobby for improvements for football fans across the country. We publicise and encourage Spurs fans to participate in FSA surveys so that their perspective can be used to inform decisions about FSA policy and campaigns, and Board members have participated in training provided by the FSA.

We were pleased to participate in some FSA Listening Projects, hosted by Lynsey Hooper, around Women's Voices in the Men's Game, focusing on Fan Safety and Online abuse. These can be listened to [here](#) and [here](#).

## FOOTBALL SUPPORTERS EUROPE

We are fortunate to be able draw on the networks and experience of the team at Football Supporters Europe when planning the arrangements for away games in the Champions League. Similarly, we share their surveys with our membership so that together we can build accurate profiles and identify lessons to be learned for supporter safety, after away games. Thank you to all Spurs fans who shared their experiences of recent trips to Marseille, Lisbon and Frankfurt.

“

***WE REMAIN ONE OF THE MOST ACTIVE SUPPORTERS' TRUSTS IN THE COUNTRY AND WE CONTRIBUTE TO A RANGE OF WORK AND MAINTAIN REGULAR CONTACT WITH THE FSA STAFF, OFFICIALS AND OTHER SUPPORTER GROUPS.”***

## THFC SUPPORTER GROUPS

We work with the Proud Lilywhites, SpursAbility and Spurs Reach on a variety of workstreams, but most notably this season, the negotiations for the Fan Advisory Board, and particularly with SpursAbility, on matchday operations and away match planning.

## ISTHMIAN LEAGUE NEIGHBOURS

In line with our aim of helping local teams outside the EFL, we are happy to publicise games at Enfield Town FC, when possible, at their request, via our Twitter account.



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## 12 CATERING



***WHILST MOST SUPPORTERS CONTINUE TO BE SATISFIED WITH THE AVAILABILITY, QUALITY AND CHOICE OF FOOD WE HAVE, NOT SURPRISINGLY, SEEN A DECREASE IN THE LEVELS OF SATISFACTION RELATING TO PRICING, BORNE OUT IN BOTH OUR LAST ANNUAL SURVEY AND SUBSEQUENT MATCH-SPECIFIC CATERING SURVEYS. FRUSTRATIONS AROUND THE SPEED OF SERVICE WITHIN THE STADIUM HAS ALSO BEEN EVIDENT."***

As in previous years, we continue to work closely with the catering team at THFC to share the feedback received from our various surveys and, in addition, specific issues that are raised on an ad-hoc basis. This feedback is always appreciated by the catering team, who continue to strive towards improving the offering at the stadium.

We remain very grateful to everyone who takes the time to complete our survey(s) throughout the season, sharing invaluable insight into the food and drink provision at matches.

After the turmoil of the last couple of years, there remain some significant challenges for the country as a whole, which are being keenly felt by the general public - mainly the cost of energy and also inflation, which reached record highs in 2022. These, along with an increase in labour costs (specifically the London Living Wage - which all staff at the Club and its suppliers are paid as a minimum), are also being felt directly by the Club. Despite these challenges, it was nonetheless disappointing to see further price rises this season. As such, we continue to request that prices be kept as low as possible, especially against the backdrop of paying very high prices for match tickets in the first place.

Whilst most supporters continue to be satisfied with the availability, quality and choice of food we have, not surprisingly, seen a decrease in the levels of satisfaction relating to pricing, borne out in both our last annual survey and subsequent match-specific catering surveys.

Frustrations around the speed of service within the stadium have also been evident.

THST lobbied for greater use of the outdoor south podium, and we know that fans have enjoyed the extended use of this facility, with other Premier League games being shown on a large screen when possible. This has been a great addition to the options open to fans pre- and post-match.

### **What else we are asking for**

- Better use to be made of the app for the Food & Beverage operation.
- Communication around which items are available where, provision of food for different dietary requirements, location of water fountains, outlets in the Park Lane Square, queue lengths etc. could all be communicated in the app, in our opinion.
- Improved signage for the free water fountains which are located around the stadium but are not in prominent positions and can be very difficult to find.
- Replacements for the leaking beer cups.

Hopefully the challenges being faced by us all will start to recede in the coming months, in turn taking the pressure off the associated costs of the catering operation at the Club. Despite these challenges, the catering team remain very passionate about providing the best experience for fans at the stadium and continue to welcome supporters' feedback. We were very pleased, for example, when we forwarded the concerns of a Trust member who could only drink gluten free beer, and lobbied for appropriate provision for people in this situation. A solution was sought, and gluten free Moretti Beer will now be served around the stadium.



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## 13 THST BOARD MEMBERS

### PRE 2022 AGM

**Martin Cloake** – Co-Chair  
**Katrina Law** – Co-Chair  
**Adam Bailey** – Treasurer  
**Pete Haine** – Secretary  
**Anthoulla Achilleos**  
**Martin Buhagiar**  
**Steve Cavalier**  
**Kevin Fitzgerald**  
**Michael Green**  
**Rachel Martin**  
**Rob White**

### POST 2022 AGM

**Martin Cloake** – Co-Chair  
*(stepped down from Chair July 2022 and Board Dec 2022)*  
**Katrina Law** – Co-Chair  
*(stepped down from Chair July 2022)*  
**Adam Bailey** – Treasurer  
*(stepped down from Board Sept 2022)*  
**Steve Cavalier** – Secretary  
*(from February 2022 – July 2022)*  
**Co-Chair** *(from July 2022)*  
**Rachel Martin** – Co-Chair  
*(from July 2022)*

**Anthony Morkos**  
*(co-opted to Board and Treasurer position, Sept 2022)*

**Koonal Shah**  
*(Secretary from July 2022)*

**Anthoulla Achilleos**  
**Martin Buhagiar**  
**Henry Ellis**  
**Michael Green**  
**Simon Sullivan**  
**Rob White**

## 14 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**

And on facebook at **www.facebook.com/THSTOfficial**

Our registered address is  
**THST**

Box 67  
Enterprise House  
86 Bancroft  
Hitchin  
Hertfordshire  
SG5 1NQ

# 15 THANK YOU

Networks are so important, and we certainly couldn't achieve everything we do without the invaluable support of so many people. The following have contributed to the effective work of THST, for which we are very grateful:

## Professional services (pro bono):

Gary Green and the team at CMS, Cannon Street  
Justin Ford at Hubert & Ford  
Tom Mitchell  
Ben Abrahams at Antwerp Arms  
Greg Campbell at Campbell Tickell  
DJ Alex Royffe

## Podcasters and bloggers:

Ricky Sacks, Lee McQueen and everyone at Last Word on Spurs Podcast  
Brendan McGerty and all at The Cheeseroom Podcast  
Chris Miller and all at The Extra Inch Podcast  
Chris Cowlin  
Alan Fisher  
Theo Delaney  
Flav Bateman

## Premier League:

Bill Bush, Tommy Guthrie, Ash Lord

## Photography:

Snapshot Spurs  
Rob White

## Tottenham Hotspur Football Club:

John Babbs, Elaine Banks, Matthew Collecott, Paul Coyte, Donna-Maria Cullen, Levi Harris, Ian Murphy, Andy O'Sullivan, Jon Rayner, Mark Reynolds, Dean Smith, Tony Stevens, Andy Taylor, Tiggy Thompson, Ray Watson, Eileen Williams

## THFC Legends:

Ledley King, Steve Perryman

## Press and Media

Alasdair Gold  
Charlie Eccleshare and Tim Spiers at The Athletic  
Lyll Thomas

## Spurs Groups:

Tim Winstone, Spurs Songsheets  
James Black, Voice of Spurs  
THFC Flags  
The Proud Lilywhites  
SpursAbility  
Spurs Reach  
Her Game Too

## Supporters Movement:

Ashley Brown, Michael Brunskill, Thomas Concannon, Martin Endemann, Tom Greatrex, Amanda Jacks, Kevin Miles, Harpreet Robertson, Anwar Uddin, Nicole Winkelhake and members of fellow Trust Boards nationally

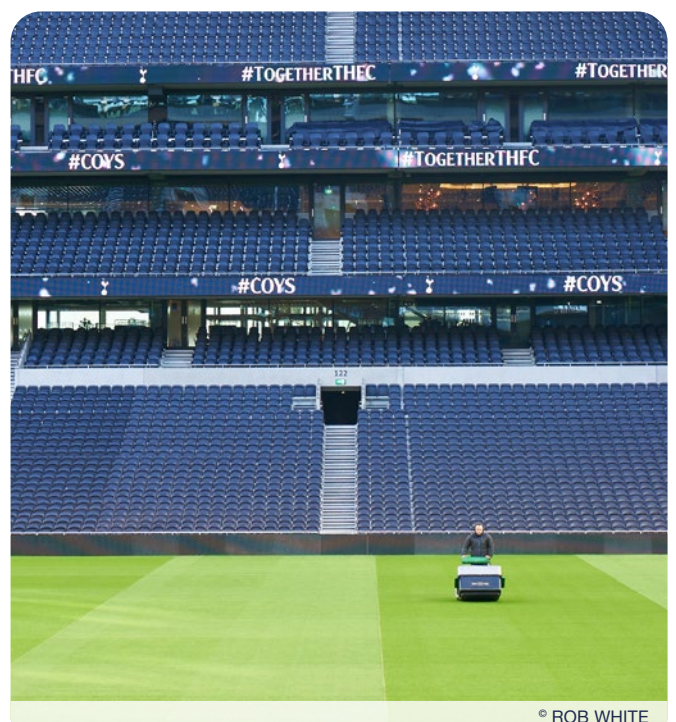
## Donations (financial and memorabilia)

Pete Haine

We would also like to thank former Board members Pete Haine and Kevin Fitzgerald for their continued help and support, as well as Martin Cloake for his continued support and advice, particularly around Fan Engagement, and Adam Bailey, for ensuring there was a smooth handover of Trust finances to our new treasurer.

Finally, a huge thank you to all our members and supporters who help to make the Trust what it is today. To those who promote our work on social media, who fill in our surveys, who correspond with us and discuss our workstreams, policies and priorities, who come to our social events, who donate raffle prizes or buy raffle tickets, who attend the AGM, and who support our campaigns. And maybe those who are thinking of volunteering their time with us in years to come.

## Apologies to anyone we've accidentally omitted!



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