



# Brentford Football Club Fan Engagement Plan

2024/25 season

## Brentford's commitment to outstanding fan engagement

Brentford Football Club is dedicated to exceptional fan engagement, a core business objective for the club.

To align with the Premier League's Fan Engagement Standard guidelines, the club has a Fan Advisory Board in place to discuss strategic club issues, with nominated club officials to lead on fan engagement priorities.

This document describes the club's comprehensive approach to fan engagement, highlighting specific priorities for the current season.

### Our Fan Engagement Statement

**Brentford FC defines 'fan engagement' as the broad spectrum of actions taken to connect with our supporters. We are committed to delivering excellent fan engagement, ensuring that fans are at the heart of what we do and connecting in a way that builds a sense of allegiance and pride to be a Bees fan.**

**Fundamental to Brentford's approach to fan engagement is ensuring that fans feel valued and heard. We will work closely with our fans to focus on issues that are important to them and work together to deliver unforgettable experiences, on both matchdays and non-matchdays.**

### History of fan engagement at Brentford FC

Brentford FC has a longstanding tradition of close collaboration with its fans.

**2003**

The club's Supporters Trust, Bees United assumed management control of the club.

**2006**

Bees United acquired the controlling shareholding, making Brentford the first London club to be owned by its supporters.

**2012**

Bees United agreed to the sale of the controlling shareholding to long term, while retaining a 'special share' that grants the right to veto the sale of the stadium unless certain conditions are met. Additionally, Bees United retained the right to have a fans' representative on the main Brentford FC Board of Directors, currently Stuart Hatcher who is also the Chair of Bees United.

# “““

At Brentford FC, **togetherness is one of our greatest strengths.** The bond between our players, directors, staff and fans defines us. Every cheer, every chant, it all matters – when we’re all on top form together, **we can achieve anything as a club!**

Success comes from togetherness. Engaging and involving our fans is essential to building the support that will drive us to achieve great things. It has given us some top, top days and nights in recent years. **I want every fan to know that they play their part at Brentford.**

**Thomas Frank**

Head coach of Brentford FC's men's first team



# Brentford's approach to fan engagement

The club's approach is structured around five key areas each aligning with Brentford's unifying vision of 'forward thinking football' and our core values: 'togetherness', 'respectful' and 'progressive':



The club's dedication to excellent fan engagement is deeply rooted in our values, leadership approach and operating practices at every level. A data-driven strategy is also essential, underpinning our efforts to enhance all aspects of fan engagement.

## Club heritage assets

The Gtech Community Stadium is one of the club's primary heritage assets, which is safeguarded by the Bees United 'special share'. Additional heritage assets include Brentford Football Club's name, main home colours (red, white and black) and its crest.

The club is committed to complying with all elements of the FA Rules of Association concerning heritage assets, as specified in Section M (M1-16).

For any proposed material amendment to these club heritage assets, the club will consult with members of the Fan Advisory Board (FAB). During these consultations, the strategic objectives will be presented along with any relevant research and information before any final decisions are made.



## Key roles and responsibilities

The following individuals hold key fan engagement roles at the club:



### Nominated Board Level Official

Jon Varney  
(Chief Executive)



### Fan & Community Relations Director

Sally Stephens



### Supporter Liaison Officer

Hayley Carson



### Fan's representative on the Brentford FC Board and Club Adjudicator

Stuart Hatcher  
(Chair of Bees United)



### Fan Engagement Manager

Joanne Surgeoner



### Disability Access Officer

Connor Bagenal

The club also has an internal Fan Engagement Working Group in place with representatives from each area of the club to oversee and implement our priority fan engagement projects across the business.

# Fan consultation and involvement



## Fan Advisory Board

Brentford FC's Fan Advisory Board (FAB) is made up of eight representatives from the club's two main official supporters' groups: Brentford Independent Association of Supporters (BIAS) and Bees United, including a co-Chair from each group. Additionally, the FAB can also invite along up to four other individuals, whether from the fan groups or with relevant expertise, depending on the agenda topics. The club's Chief Executive (and Nominated Board Level Official) will attend at least one FAB meeting per season.

FAB meetings are also typically attended by the club's Corporate Affairs Director, Fan & Community Relations Director and Supporter Liaison Officer (SLO) as well as other key club staff as required, depending on the discussion topics.

In line with the Premier League Fan Engagement Standard, the Club's FAB will meet a minimum of twice a year, with the aim to meet four times per season.

The topics that may be addressed at FAB meetings include:

- **The club's strategic vision and objectives**
- **Club updates, priorities and plans**
- **Operational matchday (both home and away) and non-matchday issues of concern to supporters (with detailed issues being addressed in relevant working groups)**
- **Any proposals relating to significant changes to club heritage items**
- **The club's community relations strategy**
- **Equity, diversity and inclusion commitments**
- **Sustainability**

The topics for discussion at each meeting are flexible and will be agreed in advance by the FAB co-Chairs and the club.

The SLO will prepare minutes from the meetings which will be shared with FAB members, and a summary note will be published on the club's website. At the end of the season, the co-Chairs of the FAB will collaborate with the club's chief executive and other key club staff to prepare an assessment report. This report will provide an overview of how well the FAB has worked during the season and identify any proposed enhancements for the following season.

Contact details for the FAB are published on the club's website, along with information on how fans can raise questions or concerns. More details can be found via the QR code above.

## Fan meetings and consultation

In addition to the FAB, the club engages with fans through different working groups and forums. The table below provides more information on all the different fan consultation forums currently in operation at the club.

| Fan Consultation Forums | Details  |
|-------------------------|--|
| Fan Advisory Board      | <ul style="list-style-type: none"><li>• Members are drawn from our two official supporters' groups BIAS and Bees United</li><li>• Meetings are targeted for four times a year (with a minimum of two meetings per year)</li></ul>  |
| Fan group meetings      | <p>Meetings with formally recognised fan groups including:</p> <ul style="list-style-type: none"><li>• BIAS</li><li>• Bees United</li><li>• Brentford Disabled Supporters Association</li><li>• LGBeeTs</li></ul>  |
| Fans Forum              | <ul style="list-style-type: none"><li>• At least one Fans Forum per season which involves senior staff, for example the Chief Executive, Director of Football or Head Coach. These Forum/s will address fans' questions and provide an update on the club's strategy and performance both on and off the field</li><li>• At least two Women and Girls Fans Forums per season</li><li>• At least one Food and Drink Fans Forum per season</li></ul> |
| Working group meetings  | <p>Working group meetings to discuss more detailed matters including:</p> <ul style="list-style-type: none"><li>• Ticketing (policy and ticketing technology)</li><li>• Food and drink</li><li>• Fan atmosphere</li><li>• Fan behaviour</li><li>• Away fan experience</li><li>• Sustainability</li><li>• Hall of Fame</li><li>• Heritage</li></ul>   |

ALLISON

CHAIR OF THE DISABLED SUPPORTERS' ASSOCIATION

NICKY

Case study

## Disabled Supporters Association

The club's work with its Disabled Supporters Association (DSA) illustrates its commitment to inclusive fan consultation. Engaging with the DSA has led to several key initiatives: the installation of RADAR key systems in all accessible toilets, participation in the Hidden Disabilities Sunflower scheme, enhanced training for stewards to better assist disabled fans, and increased representation of disabled fans in campaigns and promotions. These efforts highlight the club's dedication to creating a more inclusive and supportive environment for all its supporters.

DANIEL





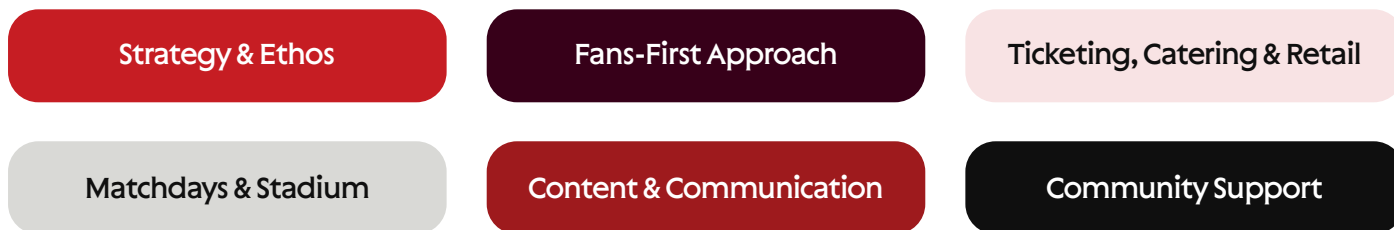
## Fan surveys

The club uses surveys to efficiently collect feedback from a broad spectrum of fans, enabling us to identify trends and implement improvements. We conduct various fan surveys throughout the season, including:

- **Mid and end of season fan surveys** – to assess overall satisfaction and gather insights on fan experiences.
- **Post-match surveys** – to obtain feedback from both general admission and premium hospitality areas to enhance matchday experience.
- **Pulse point surveys** – conducted throughout the season to quickly gauge satisfaction with responses from key teams across the club, in particular from the Retail, Ticketing and Fan & Community Relations teams.

## Brentford's Fan Index

The club analyses survey data across six key areas: strategy & ethos; fans-first approach; ticketing, catering & retail; matchdays & stadium; content & communication; and community support.



Each area is rated out of 10, with the club aiming for an overall score of at least eight. By tracking this data throughout the season, we can effectively target our efforts and ensure continuous improvement in these areas.

In addition to survey responses and direct feedback from supporters, the club also reviews analytics data from our website and social media channels to help us understand how well we are engaging with our fans.

## Other ways to provide feedback to the club

Other ways for fans to contact and engage with the club are provided on the back page of this document.

## This season's key fan consultation and involvement priorities:

- Run a full programme of fan consultation forums as outlined above, including to discuss season tickets, memberships, Ticket Access Points (TAPs) and match tickets for the 2025/26 season.
- Gather feedback from fans attending away games to review the experience and assess trends.
- Set up a new working group to focus on the matchday experience for younger fans, with a particular review of the Family Area.
- Conduct a full series of post-match, mid and end of season surveys.
- Compile regular Fan Index scores, aiming for at least 8 out of 10 overall.



## Fan experience

### Improving the matchday and non-matchday experience for our fans

Last season, the club was proud to be ranked second in the Premier League's Matchday Fan Experience Survey. **Our overall matchday fan experience score improved from 80.7 in the 2022/23 season to 83.1 out of 100 in the 2023/24, significantly surpassing the Premier League average of 69.5 out of 100.** Despite this achievement, we recognise there are still areas for improvement. Our focus for this season includes enhancing the away matchday experience, improving communication through the new club app, and continuing to address the issue of ticket touting.

### Premier League's Matchday Fan Experience Survey scores (out of 100)

# 83.1

Brentford's score for the 2023/24 season

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# 80.7

Brentford's score for the 2022/23 season

# 69.5

Premier League average

## **Away match experience**

Support on the road at away games is critical to our performance. Last season, our third in the Premier League, and with increasing challenges on the pitch together with the ongoing cost of living issues, we experienced a decline in away attendance for some games. To help address this, the club aims to work with fans to implement a series of targeted measures aimed at boosting attendance and ensuring the best possible away support for the team.

We will analyse survey data and establish a focus group to identify ways to enhance the away matchday experience. By working together, we aim to increase travelling support for key games, ensuring our team feels the strong backing of our dedicated fans, no matter where they play.

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## **New club app**

The club has recently launched a new app, following consultations with fans and staff. This app provides a more personalised experience for our fans, offering real-time updates, access to the matchday hub and other essential information and enhanced features for fans. The club will monitor the uptake and continue to implement improvements to the app, ensuring it delivers the best possible experience for our fans.

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## **Action on ticket touting**

Ticket touting remains a significant frustration for Brentford fans, particularly when tickets end up in the hands of away supporters in home areas. This violates our ground regulations, jeopardises the safety of our supporters, and prevents genuine Bees fans from supporting the team.

The club has a dedicated team within the Box Office tasked with investigating any reports of ticket touting and the sale of tickets on third party sites. We have taken decisive action against individuals knowingly passing on their tickets to third party ticketing sites and away fans. During the 2023/24 season, the club revoked 357 memberships due to reports of ticket touting or tickets being used by away fans in home areas and will continue its efforts in this area this season.

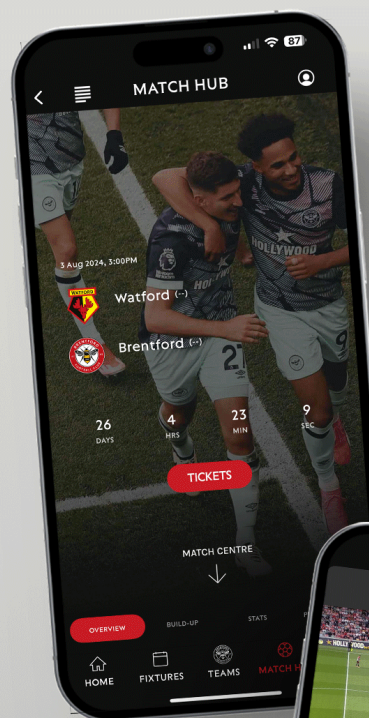
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## **Other matchday experience priorities**

The club is committed to further enhancing the matchday experience by building on last season's improvements in food and drink and retail options. We will continue to focus on offering affordable football, including introducing a new, lower price, membership option for 18-24 year olds. Additionally, we will review and upgrade entertainment options before, during and after games, to ensure a great experience for fans at the Gtech Community Stadium.

## This season's key fan experience priorities:

- Implement an away match campaign with targeted promotional efforts to boost attendance at specific games during the season.
- Ensure a successful launch and widespread adoption of our new club app.
- Continue to enforce and review measures to prevent ticket touting.
- Continue to enhance the food and drink offerings and service for fans on matchdays.
- Continue to extend the womenswear collections both online and at the Bees Superstore.
- Introduce a new, more affordable, membership option for 18–24-year-olds.
- Work with fans to evolve and enhance matchday entertainment options pre-match, at half-time and post-match.
- Focus on ways for new fans to get involved in the club and support all of Brentford's games, including games for the women's team at the Gtech and Wheatshaf Park
- Grow our social media followers and engagement, with targeted content for different fan preferences.
- Continue to build our network of international supporter groups and ways to build their connection to the club.
- Extend the Legends and Ambassadors programme to support Club Ambassador, Marcus Gayle, with his fan engagement work on matchdays and non-matchdays.



live match updates



pre-season  
exclusive streaming



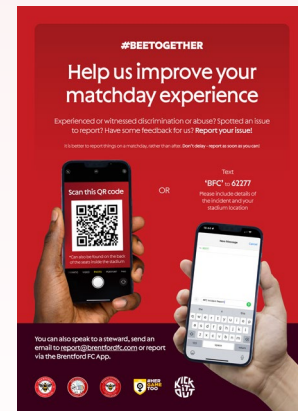
# Fan behaviour

## Creating a safe and respectful environment for fans

At the Gtech Community Stadium, the club prioritises the safety and security of everyone, including fans, visitors and staff. We are dedicated to maintaining a respectful and inclusive atmosphere, where everyone feels welcome and valued. Our efforts include:

- **Continuously reviewing and improving our security protocols to ensure the highest standards of safety.**
- **Providing regular training for club staff to ensure appropriate handling of incidents.**
- **Sharing and enforcing our Acceptable Behaviour Policy outlining which behaviours are considered unacceptable, the consequences of those, and how incidents will be managed in a fair and consistent way for all parties involved.**

We are pleased to note that the overwhelming perception from our fans about the experience at the stadium is a positive one. On the rare occasions that fan behaviour becomes unacceptable, we encourage early reporting of these incidents so that effective action can be taken. In our end-of-season survey, 82 per cent of fans were aware of how to report incidents and we would like to increase that further. Information on how to report incidents is provided on posters in each of the toilet blocks and regularly shown on screens around the stadium.



## This season's key fan key fan behaviour priorities:

- Review and update the Acceptable Behaviour Policy (following consultation with fan groups) if required.
- Ensure regular publication of information around the number of interventions made by the club relating to poor behaviour.
- Provide regular communication about what constitutes unacceptable behaviour/language and how to report issues.

## Fan support



### Supporting our fans

At the club, we are committed to prioritising support for fans, ensuring every interaction leaves a lasting positive impression. Our staff are encouraged to go the extra mile to create welcoming and memorable experiences both on matchdays and non-matchdays.

### Matchday support

The Fan Support Team is available on matchdays to assist all supporters, offering services such as wheelchair pick-ups for fans with mobility issues as well as wayfinding and other general assistance.

### Ongoing fan support

Our dedicated Fan & Community Relations team is also in place at the club to respond to fan queries and deliver special support for fans during difficult time, such as periods of illness or personal loss. They also coordinate calls from Board Directors, Club Ambassadors and player legends to season ticket holders on special birthdays.

The club's Accessibility team is on hand to help any supporters with disabilities or any other specific needs and works closely with the Brentford Disabled Supporters Association to prioritise and progress any improvements for disabled fans.

### Supporter Charter

The club's Supporter Charter sets out the club's commitments to fans and is published on our website under the 'Fans' section. The Supporter Charter is reviewed and agreed on an annual basis with the club's Fan Advisory Board. The Supporter Charter can also be read via the QR code above.

## Complaints process

The club's complaints process is detailed in full in the Supporter Charter, available under the 'Fans' section on our website. Any complaints should be sent in the first instance to our Fan & Community Relations team via email to [supporterservices@brentfordfc.com](mailto:supporterservices@brentfordfc.com), and we aim to respond within seven working days. If supporters are not satisfied with the outcome, they can escalate the matter to the club's Fan & Community Relations Director for further review. Should the issue remain unresolved, the Club Adjudicator, who also serves as the fans' representative on the Board of Directors, will oversee the appeals process.

For any issues not resolved through these channels, the Independent Football Ombudsman offers a final stage for dealing with complaints, as is the standard process for all Premier League clubs.

## Fan groups

Details of Brentford's main fan groups are listed on our website, including the two official fan groups BIAS and Bees United who are involved in the club's Fan Advisory Board and other groups including the Brentford Disabled Supporters Association, LGBeETs, the Brentford Lifeline Society and West Country Bees.

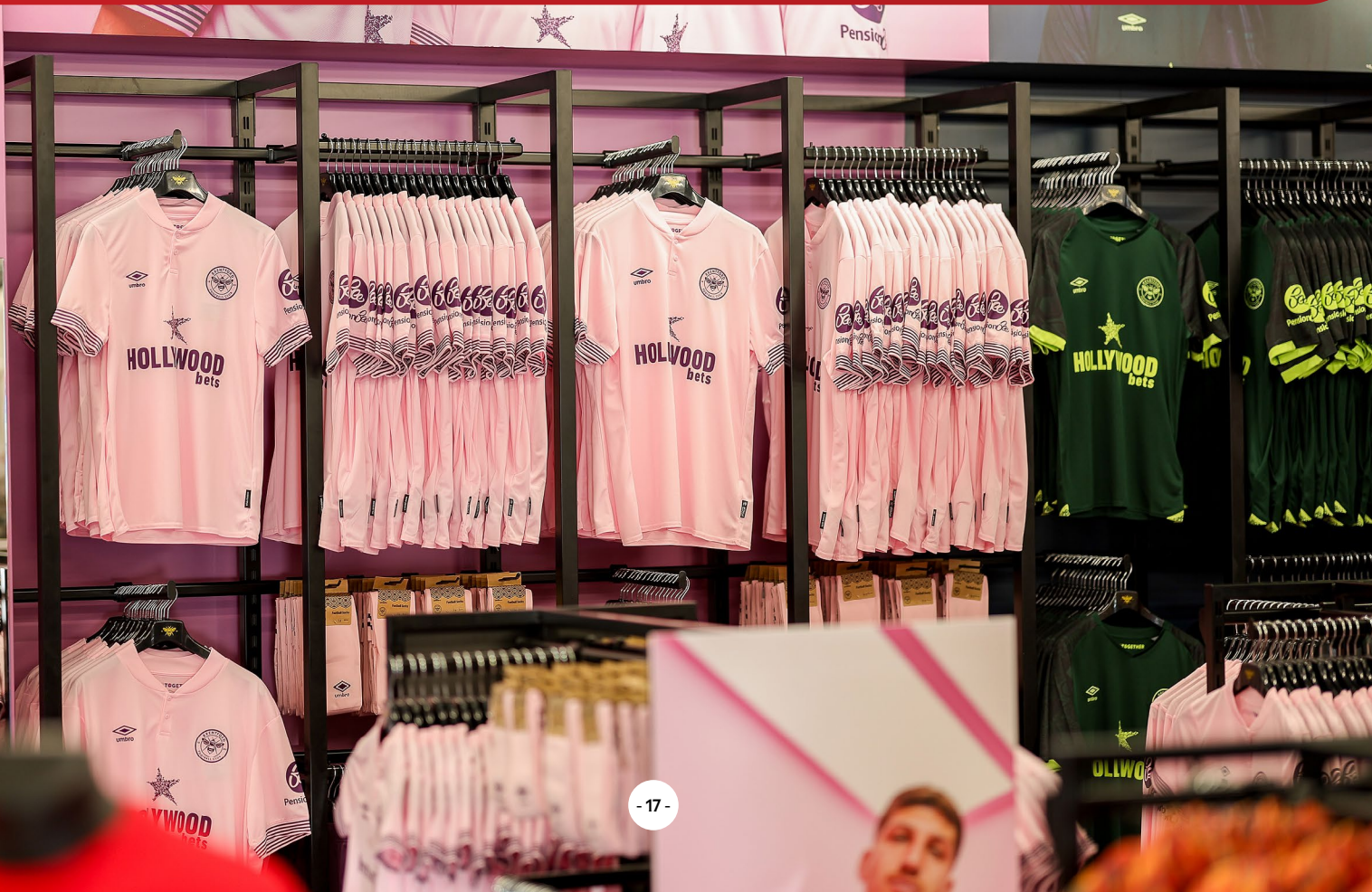


Additionally, the club has developed a network of overseas fan groups. Information on these international groups can also be found on our website under the 'Fans' section. These groups are plotted on a world map reflecting the growing global fanbase and widespread support for Brentford FC.



## This season's key fan support priorities:

- Conduct a recruitment campaign to increase the number of Fan Support Team members to allow for additional roles to be undertaken including gathering feedback from fans and supporting other key fan experience initiatives on matchdays.
- Publish a revised Supporter Charter for the 2024/25 season, following consultation with fan groups.
- Introduce a new RADAR system for all accessible toilets.
- Test a new service to deliver food and drink directly to accessible seating areas.
- Successfully implement hearing loops in the Bees Superstore to improve communication for fans with hearing impairments.
- Deliver a programme of training for matchday staff, covering safety, safeguarding and inclusion.



## Fan communication

Effective communication is essential to fostering a strong connection between the club and our fans. Our focus here is on maintaining a sense of pride and trust with our fans, providing clear information on ticketing, stadium and matchday issues and policies, improving awareness of our fan engagement activities while growing and bringing the fanbase together.

### Methods of communication

We will review the ease of access to information for fans, particularly on our website to see if there are any improvements we can make, including for fans with special accessibility requirements.

### Matchday communication

We will aim to provide clear communication on ticketing, our season tickets, premium seat tickets and memberships. We have some new rules in place relating to our 'every seat counts' policy for season ticket holders so it will be key to share that in a clear way, with additional early communication to fans who have received a 'yellow card' for not meeting the new deadline. We also want to ensure fans are given enough time and a fair opportunity to purchase tickets to watch the Bees.

The safety and environment at the Gtech for our fans is a high priority. We plan to provide bi-annual updates on fan behaviour and sanctions made by the club, highlighting challenges and the actions we are taking to ensure Brentford fans have the best experience on matchdays.

We'll also be looking to boost our feedback from fans, by gathering in-person feedback on matchdays via our Fan Support Team and introducing new ways to provide feedback via survey polls.

Information to enhance fans' matchday experience will also be reviewed and enhanced, such as what food and drink options are available and how best to avoid queues.

Additionally, we will be reviewing and improving communication around away games as part of the campaign to encourage more fans to support the team away from home. To support fans who travel away to watch the Bees, we will review our stadium guides so that we are providing the most up-to-date information.

## Non-matchday communication

Away from matchdays directly, our communication with fans will be focused on sharing information about key club priorities to build a shared understanding of our long-term vision and increasing the sense of connection and belonging to the club. Particular priorities will include:

- **Club strategy and plans** – promoting open and transparent communication about the club’s strategy and goals via Fans Forums, surveys and other communications.
- **Fan Advisory Board** – raising the profile of the Fan Advisory Board (FAB), its important role, work and meetings, while also ensuring the wider fan base are aware of those who sit on the FAB.
- **Fan forums and other working groups** – sharing priorities, answering questions and working together to shape key club initiatives and decision making
- **Fan stories** – continuing the ‘Thousands of Stories’ campaign that tells the fabulous stories of our fans, with a particular focus on international fans.
- **Inclusion** – promoting the club’s work around equity, diversity and inclusion (EDI).
- **Fan behaviour** – providing regular updates on fan behaviour, sanctions issued and the Acceptable Behaviour Policy.
- **Sustainability** – sharing progress on the club’s sustainability strategy and how fans can get involved.
- **Community** – updating fans on the club’s new community outreach programme that’s building enhanced links with schools, grassroots clubs and community groups (in conjunction with Brentford FC Community Sports Trust) as well as other key community programmes.
- **International fans** – providing communications support to our work to grow the club overseas and connect with international fans.

### This season’s key fan key fan communication priorities:

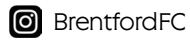
- Conduct a review of the ease of access to information for our fans.
- Deliver clear updates on any ticketing and matchday policy changes through the season
- Introduce a new dashboard for season ticket holders to provide clearer reporting of ‘yellow cards’ incurred for not using their season ticket.
- Enhance the awareness of the work undertaken by the club’s Fan Advisory Board.
- Share regular updates on the club’s EDI, sustainability, social causes and community work, including clear ways for fans to support these initiatives.

## How to contact the club

The club has a number of dedicated feedback mechanisms for supporters.

Dedicated email addresses for particular queries include:

- [Tickets@brentfordfc.com](mailto:Tickets@brentfordfc.com) for any issues relating to tickets
- [Enquiries@brentfordfc.com](mailto:Enquiries@brentfordfc.com) for general information and queries and requests for matchday messages
- [Shop@brentfordfc.com](mailto:Shop@brentfordfc.com) for any merchandise queries
- [Supporterservices@brentfordfc.com](mailto:Supporterservices@brentfordfc.com) for any requests for special assistance or support
- [Accessibility@brentfordfc.com](mailto:Accessibility@brentfordfc.com) for any specific accessibility queries
- For any instances of unacceptable behaviour, fans have a number of options to report this to the club: via a steward on matchdays; reporting via the Brentford app, by texting 'BFC' followed by a message to **62277**; by scanning the QR codes around the stadium or in the matchday programme; or by emailing the club at [report@brentfordfc.com](mailto:report@brentfordfc.com)
- Direct dial numbers to all key teams across the business are also provided on the club's website
- The club's official social media platforms:



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2024/25 Season