



Brentford Football Club Fan Engagement Plan

2025/26 season



Brentford's **commitment** to fan engagement

Brentford Football Club is committed to delivering outstanding fan engagement - it is one of the club's core objectives.

The club's Fan Engagement Plan, which forms part of the Premier League's Fan Engagement Standard (FES), outlines our overall strategy for connecting with supporters. It showcases the key initiatives that will be delivered throughout the season and reinforces the club's commitment to placing fans at the heart of everything we do.

Fan engagement statement

Brentford FC defines 'fan engagement' as the **wide range of activities we undertake to connect with our supporters**. We are dedicated to delivering outstanding engagement that places our fans at the heart of everything we do, fostering a deep sense of loyalty and pride in being part of the Bees community.

Fundamental to Brentford's approach is a **commitment to making sure our fans feel valued, respected, and heard**. We will actively collaborate with our supporters on the issues that matter most to them, working together to create unforgettable experiences, both on matchdays and beyond.

Fans attend the Brentford FC Hall of Fame event hosted at the Gtech Community Stadium • November 2024



Our fans are at the heart of everything we do at Brentford FC.

Their passion, loyalty, and voice continue to play a vital role in the club's success, both on and off the pitch. From shaping key policies like our season ticket plans to creating an unforgettable matchday atmosphere, our supporters play a key role in making this club what it is.

As we prepare for our fifth season in the Premier League, our commitment to meaningful fan engagement remains as strong as ever. It has always been the foundation of our progress, and it will continue to guide us in the season ahead.

This Fan Engagement Plan outlines how we intend to connect with our supporters throughout the year. Delivering outstanding fan experience is one of our highest priorities. Last season, we were proud to retain second place in the Premier League's matchday fan experience and engagement survey. This season, we aim to build on that success by listening, learning, and continuing to do what we do best - putting fans first.

Brentford is not a club that moves forward alone. Our strength comes from our togetherness, working with our fans every step of the way.

I'm excited to see the continued passion and support of our supporters as we push for greater success for Brentford.

Jon Varney
Chief Executive



Brentford's **approach** to fan engagement

UNIFYING VISION

Forward thinking football

CORE VALUES

Togetherness

One Team, One Family, One
Community, One Club

Respectful

Remaining grounded and
showing humility

Progressive

Doing things differently, being
courageous, taking calculated risks

FAN ENGAGEMENT

**Fan consultation &
involvement**

Fan experience

Fan behaviour

Fan support

Fan communication

Our commitment to outstanding fan engagement is embedded in the club's values, leadership, and operating practices at every level. A data-driven approach is central to our strategy, guiding our efforts to continually improve and personalise the fan experience in meaningful ways.



Fan engagement highlights from the 2024/25 season

The club has prepared a short video that recaps on some of the fan engagement highlights from the 2024/25 season. You can watch the video [here](#).

Key roles and responsibilities



Jon Varney
Nominated Board Official
(Chief Executive of Brentford FC)



Stuart Hatcher
Brentford FC Board and Club Adjudicator
(Chair of Bees United)



Sally Stephens
Fan & Community Relations Director



Joanne Surgeoner
Fan Engagement Manager



Hayley Carson
Supporter Liaison Officer/
Interim Fan Engagement Manager



Connor Bagenal
Disability Access Officer

The club also has an internal fan engagement working group, comprising of representatives from all departments across the club. This group is responsible for driving and coordinating key fan engagement initiatives throughout the business.

Club heritage assets

Gtech Community Stadium is one of the club's key heritage assets, protected by a legally binding 'protective rights deed' held by Brentford Football Community Society Limited (the club's supporters' trust). Other heritage assets include the name Brentford Football Club, the club's primary colours (red, white, and black), and its crest, in line with Rule M of the Football Association's rules and regulations.

For the 2025/26 season, the club proudly unveiled a new home kit celebrating 100 years of its iconic red and white stripes. The design features a classic collar inspired by the lace-up style of the original 1925 kit, along with a special '100' centenary logo displayed on the back of the shirt. Additionally, we announced the new Red and White Centenary Wall - a photomosaic that will include fans alongside club legends, commemorating a century of passion and support that will be unveiled this season.

These heritage assets are an essential part of the club's history and identity, and no changes to them will be considered without prior consultation with the Fan Advisory Board. These discussions will include a full consultation process starting with a presentation of the strategic rationale, supported by relevant research and information, before any final decisions are taken.



Regan Graver, Brentford FC Women, wearing the new centenary home kit



100

Red & White Centenary Wall

100



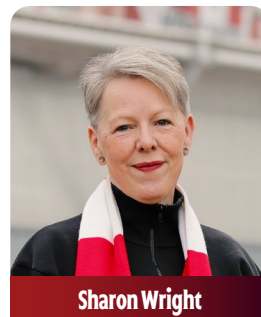
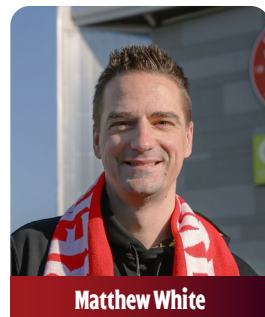
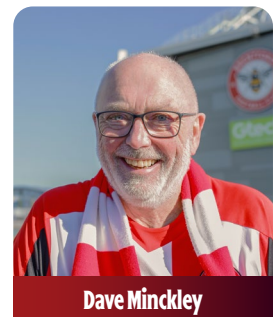
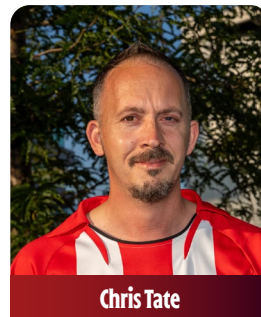
Fan consultation and involvement

Fan Advisory Board

The Fan Advisory Board (FAB) serves as the club's main platform for formal consultation and engagement with supporters. It currently comprises eight representatives from the club's two principal official supporters' groups: Brentford Independent Association of Supporters (BIAS) and Bees United, with a co-chair from each. The FAB's terms of reference also allows for representatives from other fan groups including the Brentford Disabled Supporters Association, Her Game Too and LGBees. The FAB provides feedback on a range of matters affecting fans, including the club's short, medium, and long-term strategy, ticketing policies and pricing, and matchday operations.

The FAB typically meets four times per season, with relevant members of club staff attending, depending on the agenda items. The club's fan & community relations director attends all meetings with the chief executive attending at least two meetings per season. The club's supporter liaison officer (SLO) is responsible for preparing the minutes of the meetings, with summaries published on the club's website.

At the end of each season, the club prepares a report on the effectiveness of the FAB, together with the co-chairs of the FAB. Appendix 1 shares the FAB assessment for the 2025/26 season.



Fan groups

The club works closely with a number of key fan groups:



Additionally, there are a growing number of other fan groups, both within the UK and internationally.



Fans forum in which Thomas Frank, Jon Varney and Phil Giles addressed a variety of topics relating to the season and the future • **November 2024**

Fan meetings and consultation

In addition to the quarterly FAB meetings, the club supports a number of other consultation groups throughout the season, including fan forums, working group meetings, 'task and finish' groups and ad hoc meetings.

Fan Consultation Forums

Consultative fan forums

Working group meetings

'Task and finish' groups

Ad hoc fan group meetings

Details

- At least one overall fans forum per season involving senior staff, for example chief executive, director of football or head coach. This forum will address fans' questions and provide an update on the club's strategy and performance both on and off-field
- Regular meetings with Brentford Disabled Supporters Association
- At least two women and girls' fans forums per season
- History and heritage (Bees United lead on this)

Working group meetings to discuss more detailed operational matters including:

- Ticketing (policy and ticketing system)
- Fan atmosphere
- Away match experience
- Sustainability
- Food and drink

- Premium experience
- Hall of Fame panel
- Fan behaviour
- Women and girls' safety
- Retail

The club also has ad hoc meetings with recognised fan groups including:

- BIAS
- Bees United
- LGBeeTs

Fan surveys

Surveys are an effective tool to gather feedback from a range of supporters, helping us identify key trends and drive meaningful improvements. We conduct several types of fan surveys throughout the season, including:



Mid & end of season - to assess overall satisfaction and gather insights on fan experiences.



Post-match - to obtain feedback from both general admission and premium hospitality areas to enhance matchday experience.



Pulse point - 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

Community Support

Each area is rated out of 10, with the club aiming for an overall score of at least eight - the score for the 2024/25 season was 8.7. 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.

Further ways to 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:

- Raise awareness about the Fan Advisory Board and the valuable contributions made by the FAB and working groups that support the club.
- Continue hosting a wide range of fan consultation forums, covering key topics such as away match experience, food and beverage and ticketing for the 2026/27 season.
- Gather feedback on home matchday atmosphere and collaborate with fans to identify opportunities for improvement.
- Establish a dedicated working group to explore and guide upcoming changes to premium seating ahead of the 2026/27 season.
- Deepen our engagement with younger fans by understanding their preferences and expectations and identifying new ways to enhance their overall matchday and club experience.
- Conduct a full series of surveys throughout the season - post-match, mid-season and end of season – to capture ongoing fan sentiment.
- Track and publish regular fan index scores, with a target of achieving an overall rating of eight out of 10 or higher.
- Support recognised fan groups in building their membership to be more representative of the overall fanbase.

Case Study

Gen10

This season, the club introduced the Gen10 campaign - **an initiative designed to ensure that junior fans travelling to away matches paid no more than £10 to watch Brentford in the Premier League.** Gen10 reflected the club's long-term commitment to making football more accessible and affordable for the next generation of supporters. Chief executive, Jon Varney emphasised that the initiative was about putting "young fans first", ensuring they can follow their team on the road without financial barriers. To deliver on this, the club subsidised the cost of junior away tickets whenever host clubs charged more than £10. In addition, all visiting fans under the age of 18 were also guaranteed a £10 ticket price.

As a result, junior away attendance rose by 35 per compared to a similar period during the 2023/24 season.

As a thank you for their support on the road, the club invited some junior bees who travel to away games to an exclusive Gen10 press conference with Christian Nørgaard, Nathan Collins and Josh Dasilva. You can watch the video [here](#).

35%

RISE IN JUNIOR AWAY ATTENDANCE



Case Study

Engaging with our fans on sustainability

Earlier this season, a club survey found that 80% of fans were keen to learn how they could help reduce Brentford's environmental impact. In response, head of sustainability and community James Beale worked with fan groups—including BIAS, Bees United, and the Sustaina-Bees—to champion green initiatives across the club.

One standout effort was a partnership with I Came By Train, supported by Trainline, offering fans 20 per cent off train travel for away games outside London. With train travel producing 67 per cent fewer emissions than driving, this initiative promoted greener travel while making it more affordable to support the team on the road. Hundreds of fans took advantage of the discount at each game.

The club also launched Bike to Brentford for the May 2025 fixture against Manchester United, providing secure cycle parking and rewarding fans with free food and drink vouchers—plus goodie bags for children.

Sustaina-Bees representative Fran James praised the initiative, saying:

This collaborative and innovative approach is helping ensure a win-win from both a sustainability and fan perspective.



Fan experience

Improving the matchday and non-matchday experience for our fans

During the 2024/25 season, the club was proud to be ranked second in the Premier League's matchday fan experience and engagement survey. **Our overall score rose from 83.1 in 2023/24 to 83.6 out of 100** – well above the Premier League average of 66.7 and marked the fourth consecutive season finishing in the top two.

While this result highlights the progress made in enhancing the matchday experience, the club remains focused on continuous improvement. Priorities for the upcoming season include the successful rollout of digital ticketing, strengthening the home matchday atmosphere, deepening engagement with younger fans, and improving the away-day experience.



Brentford fans show their support during the Carabao Cup Fourth Round

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

83.6

BRENTFORD'S SCORE FOR THE 2024/25 SEASON

83.1

BRENTFORD'S SCORE FOR THE 2023/24 SEASON

66.7

PREMIER LEAGUE AVERAGE

This season's key fan experience priorities:

- Successful rollout of digital ticketing, providing high levels of support to help fans adapt to the new system.
- Install WiFi across the stadium to enhance the overall matchday experience.
- Continued commitment to affordable football, including the Gen10 campaign, which caps junior away ticket prices at £10
- Increase youth engagement through focus groups, an expanded Bee a Pro programme and a refreshed family area.
- Expand our international reach by strengthening our overseas presence and hosting overseas events.
- Open a new club shop to reduce queues and improve the retail experience on matchdays.
- Increase club partner involvement in key fan engagement events.
- Expand the 'first time fans' initiative welcoming more women and girls to games at the Gtech.
- Improve matchday food and beverage options, with faster service and the introduction of a new loyalty rewards programme.
- Work with the fan atmosphere working group to enhance the stadium matchday atmosphere.
- Work with the away day experience working group to maximise away attendance and improve the matchday experience for travelling fans.
- Grow our social media presence and engagement, with increased behind-the-scenes content and player-focused storytelling.
- Host two showcase women's team fixtures at the Gtech and continue to grow the fanbase.

Fan behaviour

Creating a safe and respectful environment for fans

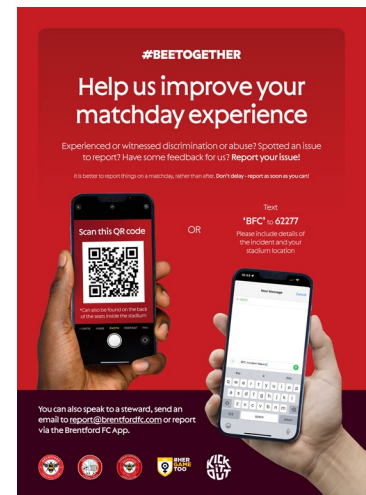
The safety, security, and wellbeing of all fans at the Gtech remains a top priority. We are committed to creating an inclusive, respectful and welcoming matchday environment where everyone feels safe and valued.

We are pleased to report that overall fan sentiment about the matchday experience remains overwhelmingly positive. While unacceptable behaviour is rare, we encourage all supporters to report any concerns promptly so they can be addressed swiftly and effectively.

Awareness of how to report incidents rose to 86 per cent, up from 82 per cent the previous year, according to our end-of-season survey. While this is a positive step, we remain committed to improving awareness further. Reporting information is clearly displayed on posters in toilet blocks and regular featured on digital screens throughout the stadium on matchdays.

86%

AWARENESS OF HOW TO REPORT INCIDENTS



Our ongoing efforts include:



Regularly reviewing and enhancing security protocols to maintain the highest safety standards across the stadium.



Providing comprehensive training for staff, ensuring they can respond to incidents professionally and appropriately.



Implementing and promoting our Acceptable Behaviour Policy, which outlines unacceptable conduct, consequences and the processes for addressing incidents in a fair and consistent way.

This season's key fan behaviour priorities:

- Review and update the Acceptable Behaviour Policy in collaboration with supporter groups to ensure it remains relevant and inclusive.
- Continue to monitor and enforce measures to prevent ticket touting and keep fans informed with regular updates on progress.
- Regularly publish data on interventions related to unacceptable behaviour to promote transparency and accountability.
- Maintain clear and consistent communication on unacceptable behaviour and language, including guidance on how fans can report concerns effectively.
- Relaunch fan behaviour reporting mechanisms following WiFi installation, making it easier for supporters to report issues quickly and discreetly.



Fans attend the fan zone ahead of Brentford v Brighton • April 2025

Fan support

Supporting our fans

At Brentford, supporting our fans is at the heart of everything we do. We aim to ensure that every interaction—on matchdays and beyond—leaves a positive, lasting impression. Our teams consistently go above and beyond to create a welcoming, inclusive, and memorable experience for all.

Supporter Charter

Our Supporter Charter sets out the club's core commitments to fans and underpins our approach to transparency and accountability. Reviewed annually in partnership with the Fan Advisory Board (FAB), the charter evolves to reflect supporter priorities and expectations.

Matchday support

Our dedicated fan support team is present on matchdays to ensure every supporter feels welcome and well cared for. They provide friendly, accessible assistance, including help with wayfinding and a wheelchair pick-up service for fans with mobility needs.

Behind the scenes, our fan & community relations team plays a key role in delivering meaningful support. They respond to fan enquiries, offer personalised assistance during difficult times such as illness or bereavement, and coordinate special moments—like personal calls from club ambassadors, legends, and directors to celebrate milestone birthdays or other significant occasions.

Complaints process

The club is committed to delivering excellent service across all areas and takes all complaints seriously. We aim to respond promptly and resolve issues as efficiently as possible. Supporters are encouraged to submit any complaints initially to our fan & community relations team at supporterservices@brentfordfc.com. We aim to respond within seven working days.

If a supporter is not satisfied with the outcome, the matter can be escalated to the fan & community relations director for further review. Should the issue remain unresolved, it will be referred to the club adjudicator, who also serves as the fans' representative on the board of directors and will oversee the appeals process.

If the complaint cannot be resolved through these steps, supporters can refer the matter to the Independent Football Ombudsman, the final stage for complaint resolution across all Premier League clubs.

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

This season's key fan support priorities:

- Expand the fan support team, with added responsibilities including collecting fan feedback and supporting with key matchday experience initiatives.
- Conduct a full review of processes for contacting the club during major changes, particularly around resources for managing enquiries by phone.
- Introduce a fully automated, on-demand food and beverage service on accessible platforms to improve convenience and inclusivity.
- Raise awareness of the club's Heart of West London campaign which offers CPR training for fans, free cardiac screening for young supporters and funds live-saving research.
- Install additional 'P' rails in the north stand to enhance safety and accessibility for fans with mobility needs.
- Ensure fans who require additional assistance are supported in making the transition to digital tickets through clear communication, tailored messaging, and in-person assistance.
- Introduce further sensory hours and increase accessibility features in the Bees Superstores to better support neurodiverse fans and those with sensory sensitivities.
- Continue to work with the Metropolitan Police and British Transport Police to promote safety and inclusion for women and girls.



Fan communication

Clear and effective communication is essential to building a strong, trusting relationship between the club and our supporters.

We're committed to providing timely, transparent, and informative updates on key areas such as ticketing, stadium access, matchday operations, and club policies. By improving awareness of our fan engagement initiatives, we aim to

strengthen our connection with the fanbase and foster a greater sense of unity.

We also recognise the importance of storytelling—celebrating the voices and experiences of our supporters while bringing them closer to the club and players through engaging content across our social media platforms and international outreach.

Thousands of Stories

Thousands of Stories is a series that celebrates the people who make Brentford special.

Series Two featured 'The Sound', which told the powerful story of a long-time Brentford supporter who is visually impaired and relies on the club's audio commentary to experience matches at the Gtech. The episode was recognised with a Broadcast Sport Award for Short Form Content of the Year.

The full video can be watched [here](#).

Social channels

Through our social media platforms, we deliver engaging, interactive, and informative content that strengthens the connection between the club and its supporters. From exclusive behind-the-scenes moments—such as dressing room team talks—to player-led content that showcases personality and reaches beyond our core fanbase, we aim to offer fans a unique window into life at Brentford.

Our channels also serve as a reliable source for key updates, including ticketing information, club announcements, and upcoming events. In addition, we use these platforms to highlight important campaigns and community initiatives, raising awareness and encouraging fans to get involved.

Club app

The Brentford FC app plays a key role in connecting with supporters across the globe. Whether at the Gtech or following from afar, fans can stay fully informed through the app's match centre, which offers live scores, real-time text commentary, and in-depth statistics. Supporters can also take part in interactive features like match predictions, helping them feel more involved in the action.

The app also includes the 'Bee a Pro' digital hub, launched last season to deepen engagement with younger fans. This unique feature offers exclusive content such as player interviews, skills tutorials, nutrition advice, and behind-the-scenes insights from club staff. By giving younger supporters a closer look at life inside the club, Bee a Pro helps nurture the next generation of Brentford fans and may even attract interest from supporters beyond our traditional base.

From the 2025/26 season, all Brentford FC home tickets—including premium and match-by-match tickets—will be digital and accessed through the club app. This move is designed to enhance the fan experience by making ticket sharing easier and more secure, while also helping the club combat ticket touting by ensuring all tickets are managed via verified online accounts.

Matchday communication

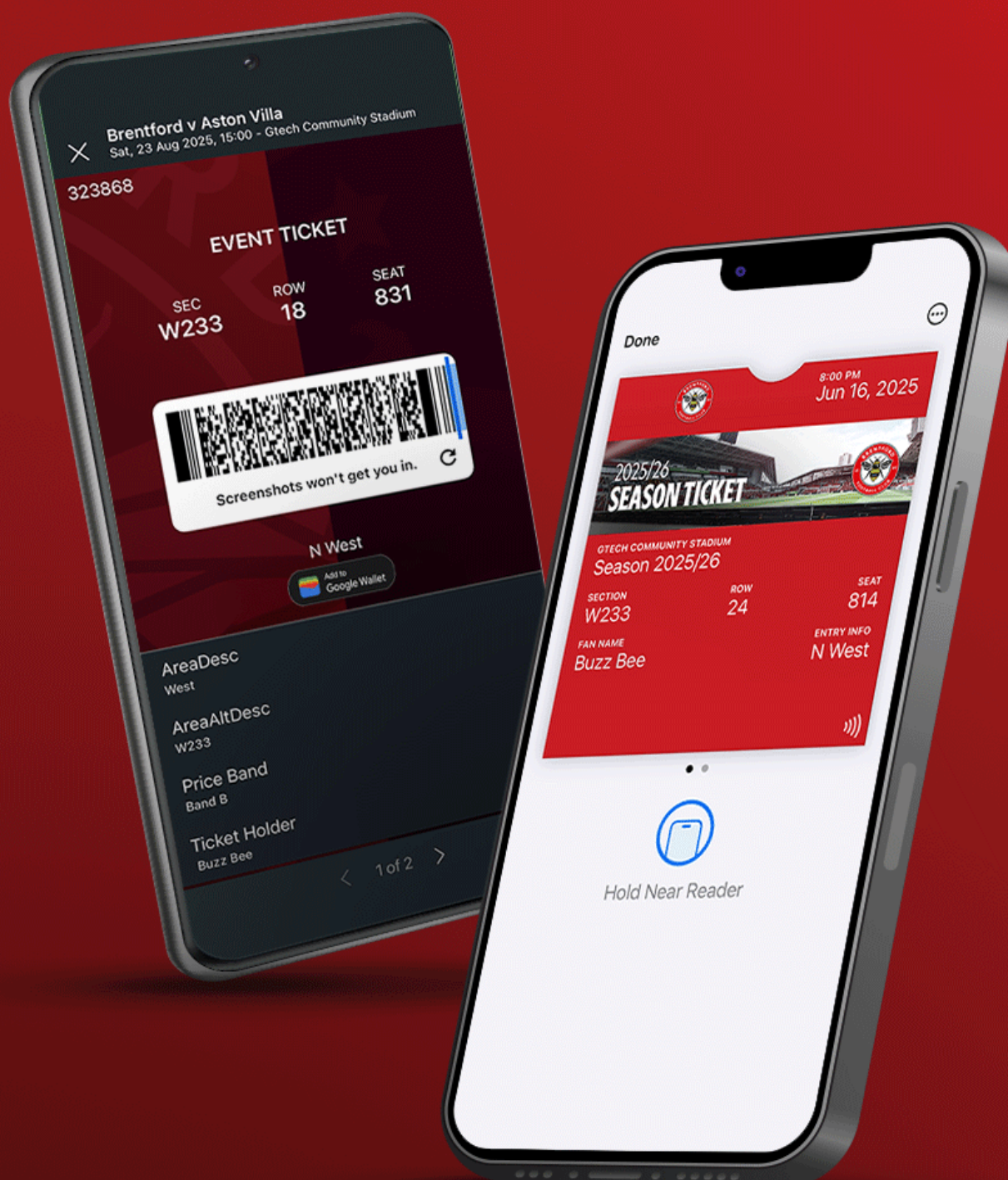
We are committed to supporting fans throughout the transition to digital tickets. Our goal is to make the process as smooth and straightforward as possible, with clear and consistent communication every step of the way. Communication includes step by step instructions and video guides, in-person drop in help points and matchday assistance from our dedicated fan support team.

We will also continue to enhance communication around away matches as part of our initiative to encourage away attendance. Communication will include improved information on ticketing, travel and increased social content from a fan lens.

Creating a safe, welcoming, and enjoyable environment at the Gtech remains a top priority. To support this commitment, we will be providing bi-annual updates on fan behaviour and any disciplinary actions taken by the club. These updates will highlight key challenges, outline the steps being taken to address them, and reinforce our shared responsibility in ensuring that every matchday is a positive experience for all fans.

This season's key fan communication priorities:

- Update key fan resources including the visiting the stadium guides, accessibility statement and Supporter Charter.
- Introduce personalised communication through the club app to better tailor messages to individual supporter interests.
- Enhance communication with overseas fans by delivering targeted digital content that strengthens their connection to the club.
- Improve pre-match communication for away fixtures, offering clear guidance to help fans have a smooth and enjoyable experience.
- Increase visibility of the club's work in Equality, Diversity and Inclusion, community, social causes and sustainability, with clear opportunities for fans to get involved.
- Provide regular, clear updates on ticketing and policy changes, including the rollout of digital ticketing.



Getting in touch with Brentford FC

We're committed to making it easy for supporters to contact us. To ensure your query or feedback reaches the right team quickly, we offer a range of dedicated communication channels.

Email contacts

Ticketing (all ticket-related queries):

tickets@brentfordfc.com

General enquiries and matchday messages:

enquiries@brentfordfc.com

Merchandise and shop:

shop@brentfordfc.com

Supporter services (special requests, assistance):

supporterservices@brentfordfc.com

Accessibility (access-related queries):

accessibility@brentfordfc.com

Safeguarding (reporting concerns relating to children or adults at risk):

safeguarding@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:



Brentfordfootballclub1889



BrentfordFC



BrentfordFC

Reporting unacceptable behaviour

If you witness or experience inappropriate behaviour, there are several ways to report it:

- Speak directly to a steward on matchdays
- Use the Brentford FC app
- Text 'BFC' + your message to 62277
- Scan the QR codes displayed around the stadium and in the matchday programme
- Email report@brentfordfc.com



Fan Engagement Plan

2025/26 Season

Fan Advisory Board Assessment

To assess the effectiveness of the Fan Advisory Board (FAB) over the 2024/25 season, the club conducted a survey of both FAB members and club staff who regularly attend meetings. The survey invited respondents to rate 35 different measures on a five-point scale and also included open-ended questions for additional comments on key areas.

FAB Assessment survey results

Overall, the survey results were encouraging, showing a clear consensus that the Fan Advisory Board is an effective forum, with an average score of **4.0 out of 5.0** across all effectiveness measures.

Club staff ratings were slightly higher than those of FAB members—**4.33 compared to 3.80**—though both groups highlighted broadly similar strengths and areas for improvement.

4.0
out of 5.0

AVERAGE SCORE ACROSS ALL EFFECTIVENESS MEASURES

Top scores on the survey

How would you rate the involvement of the CEO and other club staff in the operation of the FAB?	4.80
Are FAB meetings conducted in a manner that encourages open and honest discussion?	4.80
How suitable is the balance of skills, experience and seniority among club representatives on the FAB?	4.70
Do the FAB co-chairs support and promote a balanced contribution from FAB members?	4.50
Are high quality minutes or summaries of meetings prepared and circulated?	4.50

Lowest scores on the survey

To what extent do you believe the establishment of a FAB has had a positive impact with the fanbase?	3.56
Is the work/successes of the FAB communicated to the fanbase effectively?	3.50
How familiar are FAB members with the club's processes and timelines for delivering strategic pieces of work or changes to policy?	3.50
How suitable is the balance of backgrounds, gender and race among fan representatives on the FAB?	3.20
To what extent does the FAB have a positive profile with the wider fanbase?	3.13

Summary of FAB performance and priorities for next season

The commitment of the chief executive, Jon Varney, and club staff was praised, as was the role played by the co-chairs from Brentford Football Community Society Limited (the club's supporters' trust) and Brentford Independent Association of Supporters (BIAS), with particular emphasis on the way they encouraged balanced input from FAB members and helped to facilitate open and honest discussions. The club would also like to express its sincere thanks to every FAB member for their dedication—both in making the Board a positive, successful forum and through their additional contributions to the club's working groups.

The group agreed that meeting minutes were of good quality and effectively captured the discussions held. They also noted an improvement this season in the provision of papers ahead of meetings. To build on this progress, agreeing agendas earlier will be a key focus for next season, enabling the timely preparation and distribution of relevant pre-reading materials. The lowest scores in the FAB assessment survey related to the group's perceived impact and how effectively this has been communicated to the wider fanbase. One participant summed it up by saying:

“The FAB is a positive thing for fans—even if they don't realise it or know enough about it!”

This season, the club made efforts to raise awareness by sharing FAB member profiles as part of a broader communications plan. While this initiative was welcomed by FAB members, it was acknowledged that a sustained and visible approach is needed to ensure the group's role and influence are better understood across the supporter base.

FAB members generally felt that the group should maintain a clear strategic focus, avoiding distractions from day-to-day operational matters. Its primary value lies in acting as a sounding board for the club, rather than serving as a decision-making body. To reinforce this role, a review of the terms of reference and code of conduct will be carried out ahead of the new season—and again when any new members join—to ensure this focus is clearly understood and consistently upheld.

One ongoing area for improvement is the representativeness of FAB members in reflecting the diversity of the wider fanbase. Several members have suggested that now is an ideal time to invite additional representatives from other supporter groups to broaden perspectives and strengthen the group's reach. A review of membership is currently underway ahead of the next FAB meeting.

FAB members valued the openness and transparency of discussions during meetings. However, there is a strong desire to devote more time to longer-term, strategic issues—particularly around areas such as season ticket and match ticket pricing, and initiatives where fan groups can make a significant impact, such as enhancing the matchday atmosphere. To support this, the group has agreed to develop a more detailed forward plan for the FAB ahead of the new season. This will be aligned with the club's key strategic milestones, ensuring each quarterly meeting is focused, purposeful, and adds maximum value.

In summary, overall sentiment around the FAB remains positive, and meeting management continues to improve. Next season's success will hinge on keeping discussions strategic, making the board more representative, and—crucially—demonstrating tangible wins to the wider fanbase.

I'm positive about the impact the FAB can have if we get it right. I think it's the right time to have an open and honest conversation about what could be better around how we can be more strategic, who we need to involve and how we can all support the communication of our work.

FAB Board member