



FAN ENGAGEMENT PLAN

2026/27 season

Brentford's
COMMITMENT
to fan engagement

Brentford Football Club is dedicated to delivering exceptional fan engagement, which remains **one of the club's key strategic priorities**.

This Fan Engagement Plan, developed in line with the Premier League's Fan Engagement Standard (FES), sets out our approach to engaging with supporters throughout the season. It highlights the initiatives we will deliver over the coming year and demonstrates our commitment to ensuring fans remain at the heart of everything we do.

FAN ENGAGEMENT STATEMENT

At Brentford FC, **fan engagement encompasses the wide range of activities through which we connect with our fans**. We are committed to creating meaningful interactions that strengthen loyalty, build pride, and foster a strong sense of belonging within the Bees community.

At the core of our approach is a commitment to ensuring fans feel valued, listened to, and respected. We will continue to work closely with fans on the matters that are most important to them, helping to create memorable experiences both on matchdays and throughout the wider season.

When I took over as head coach, I said that I came to the club in the summer of 2024 because I wanted to work at Brentford.

The culture of this club runs through everything I see it every day at the training ground with the players and the staff, but it is also clear that there is a sense of togetherness with our supporters.

In some places there are slogans on walls. The values of this club are lived every day, and our fans are part of that.

I firmly believe that Brentford supporters are realists. You all understand where this club has come from and the history that is being made. There is an authentic relationship between our fans and those of us who represent you. We never take your support for granted.

It is when things get difficult on the pitch that the togetherness is most felt. I love the times when you get louder to help us through a difficult period and the players appreciate the positive support that comes when you chant for them.

We are all appreciative of a culture that is welcoming for every Brentford fan and creates an environment where people can grow, perform and enjoy being part of something bigger than themselves.

As we look ahead to another Premier League season, we'll continue working every day to improve and to represent this football club in the right way. Thank you for the incredible backing you give us. I'm sure you can be even louder and more supportive, celebrate our successes and help us through adversity. We look forward to taking the next step together as football is ultimately about players and fans, and we never forget that.

Keith

KEITH ANDREWS

Head coach, Brentford FC



Brentford's **APPROACH** to fan engagement

Outstanding fan engagement is embedded throughout Brentford Football Club's culture, values, leadership, and day-to-day operations. Our strategy is underpinned by a data-led approach, enabling us to continually improve and personalise the fan experience.

The club also operates an internal fan engagement working group, comprising representatives from departments across the organisation. The group is responsible for coordinating and delivering key supporter engagement initiatives, ensuring a joined-up approach across the business.

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

1

**Fan
consultation &
involvement**

2

**Fan
experience**

3

**Fan
behaviour**

4

**Fan
support**

5

Fan communication



Jon Varney

Nominated Board Official
(Chief Executive of Brentford FC)



Stuart Hatcher

Brentford FC Board & Club Adjudicator
(Chair of Bees United)

KEY ROLES & RESPONSIBILITIES



Sally Stephens

Fan & Community Relations Director



Joanne Surgeoner

Fan Engagement Manager



Hayley Carson

Fan Experience Manager &
Supporter Liaison Officer



Connor Bagenal

Disability Access Officer





Club heritage assets

The Gtech Community Stadium is one of the club's most important heritage assets and is protected through a legally binding 'protective rights deed'. Other protected heritage assets include the Brentford Football Club name, the club's primary colours of red, white and black, and the club crest, in accordance with Rule M of The Football Association's rules and regulations.

These heritage assets form a vital part of the club's identity and history. Any proposed changes will be subject to consultation with the Fan Advisory Board before decisions are made. Discussions will include a clear explanation of the strategic rationale, supported by relevant research and evidence.



2025/26 season HIGHLIGHTS

By June 2026, Brentford FC had completed or substantially progressed the majority of actions set out in its 2025/26 Fan Engagement Plan demonstrating Brentford's continued commitment to placing fans at the heart of the club's operations.

The club delivered several major fan experience improvements throughout the season, including successfully introducing digital ticketing and providing extensive support to help fans transition to the new system and installing stadium-wide WiFi

to enhance the matchday experience and improve connectivity.

Brentford strengthened supporter involvement through a range of consultation initiatives designed to ensure fans remained central to decision-making including the introduction of a premium experience task and finish group and setting up a new Junior Supporters Board to gain more insight from our younger fans to better shape future decisions.

2025

August



Stadium Wi-Fi



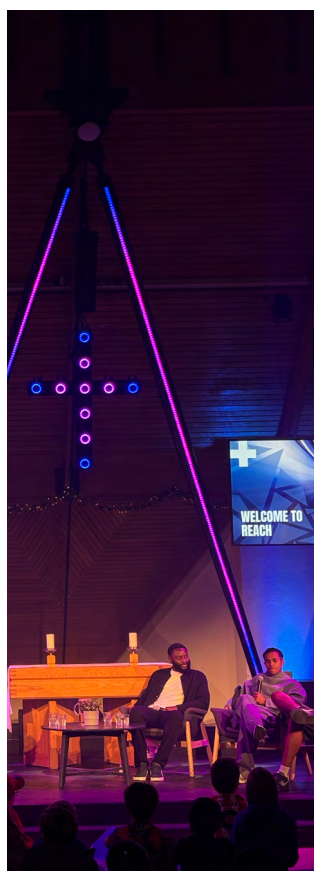
Digital ticketing support

September



Premier League Mornings Live, Kansas City

October



Josh Dasilva and Fábio Carvalho church visit

November



Junior Fans Forum



Heart of West London display



2025/26 season HIGHLIGHTS

The club maintained a proactive approach to supporter behaviour by publishing information relating to interventions and sanctions for unacceptable behaviour. The intention is to improve transparency and to communicate consistently on acceptable behaviour standards and reporting mechanisms.

Several initiatives were introduced to improve accessibility, wellbeing and customer service, including promoting the Heart of West London initiative. Through this ground breaking campaign the Club and Trust have supported CPR training cardiac screening and lifesaving research initiatives. In the stadium additional P-rails in the North Stand have improved safety and accessibility and fully automated food and beverage ordering have been introduced on accessible platforms.

2026

December



Christmas with the Bees



West Middlesex Hospital visit

January



Fan remembrance fixture

February



Women's game at the Gtech

March



Irish Watch Party in Dublin



2025/26 season HIGHLIGHTS

From a fan communications point of view, the club improved its pre-match information for away fixtures, provided regular updates on ticketing changes and policy developments and introduced personalised communications through the club app to create more relevant supporter experiences.

April



Junior Supporters Board

May



100 Years of Red & White,
Centenary Exhibition

June



Community activities/
days including Kew
Midsummer Fair and
Brentford Canal Festival



Fan consultation and involvement

Fan Advisory Board

The Fan Advisory Board (FAB) is the club's primary forum for structured fan consultation and engagement. It consists of eleven representatives drawn from a number of different fan groups, including Bees United, Brentford Independent Association of Supporters (BIAS), the Brentford Disabled Supporters Association, HerGameToo and LGBeet's. Our Fan Advisory Board has a co-chair each from Bees United and BIAS.

The FAB provides feedback and insight on a variety of fan-related matters, including the club's strategic direction, ticketing policies and pricing and matchday operations.

The board generally meets four times each season, with relevant club representatives attending according to the agenda. The fan & community relations director attends every meeting, while the chief executive attends at least one meeting per season. Meeting minutes are prepared by the supporter liaison officer (SLO), with summaries published on the club website.

At the conclusion of each season, the club works alongside the FAB co-chairs to produce an annual assessment of the board's effectiveness which can be found in Appendix 1 of this document.



Allison Blair

Brentford Disabled Supporters Association



Allyson Woyak

BIAS



Angelo Basu

BIAS



Ben Bland

Bees United



Dave Minckley

BIAS



Don Tanswell

Bees United



Kate Graham

LGBeet's



Lorraine Allison

HerGameToo



Matthew White

BIAS



Sharon Wright

Bees United



Stuart Hatcher

Bees United



Fan meetings and consultation

Alongside quarterly FAB meetings, the club facilitates a range of additional fan engagement opportunities throughout the season. These include fan forums, working groups, task-and-finish groups, and ad hoc consultation meetings focused on specific topics and initiatives.

Fan consultation forums	Details
Consultative fan forums	- 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) - EDI
Working group meetings	Working group meetings to discuss more detailed operational matters including: - Ticketing (policy and ticketing system) - Fan atmosphere - Away match experience - Sustainability - Food and drink - Retail
'Task and finish' groups	- Premium experience - Hall of Fame panel - Fan behaviour - Women and girls' safety
Ad hoc fan group meetings	The club also has ad hoc meetings with recognised fan groups including BIAS, Bees United and the LGBeesTs

Fan groups

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



**BEES
UNITED**



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

Fan surveys

Surveys provide an important way for us to gather feedback from a broad range of supporters, helping identify trends, understand priorities, and drive continuous improvement. Throughout the season, we conduct a range of surveys, including:

Mid-season surveys

End-of-season surveys

Post-match surveys

Pulse-point surveys

Additional ways for supporters to engage with and contact the club can be found on page 27.

Brentford's Fan Index

Mid and end-of-season survey results are measured across six key areas:

Strategy & ethos

Fans-first approach

Ticketing, catering & retail

Matchdays & stadium

Content & communication

Community support

Each category is scored out of 10, with the club targeting an overall score of at least eight.

Alongside survey feedback and direct supporter input, we also review website and social media analytics to understand engagement levels and identify opportunities for improvement.



This season's key fan consultation and involvement priorities:

- Participate in a pilot project with the Independent Football Regulator to review and strengthen the club's fan engagement strategy and processes, ensuring readiness for the new regulatory requirements coming into effect for the 2027/28 season.
- Review and refresh the fan working group structure for the 2026/27 season, establishing clear terms of reference, broadening supporter representation and diversity, and introducing a dedicated members' fan working group.
- Deliver a comprehensive programme of fan consultation forums throughout the season, gathering supporter feedback on key topics including the away match experience, food and beverage offering, ticketing and other priority areas.
- Increase awareness and understanding of the Fan Advisory Board and fan working groups, highlighting their role, impact and contributions to shaping club decisions and supporter initiatives.
- Strengthen engagement with younger supporters through regular meetings with the Junior Supporters Board, ensuring their views help inform the club's plans and decision-making and identify and work on key initiatives to build the younger fanbase.
- Undertake a full programme of supporter research, including post-match, mid-season and end-of-season surveys, to measure sentiment, identify emerging issues and inform continuous improvement.
- Monitor and report supporter sentiment through regular fan index scores, with a target of maintaining a satisfaction rating of at least 8 out of 10.
- Support recognised fan groups in building their membership to be more representative of the overall fanbase.





CENTENARY EXHIBITION

CELEBRATING 100 YEARS OF RED & WHITE





CASE STUDY

Fan consultation and involvement

Towards the end of the 2025/26 season, the club held an exhibition to celebrate 100 years of wearing red and white stripes.

More than 700 supporters visited Gtech Community Stadium to discover decades of Brentford history and get up close to their all-time favourite Brentford shirts.

Fans got involved by sharing the stories of their first Brentford shirt and the treasured memories attached to following the club, with opportunities to design their own shirt, recreate kit launches, and have their items embroidered with Bees insignia.

The club partnered with Bees United to put together the exhibition, with Bees United member Jonathan Burchill providing countless hours and endless knowledge about the club, and without whom the exhibition would not have been possible.



The Centenary Exhibition was a fantastic celebration of 100 years of red and white, through a significant collaboration between Bees United and the club. Its combination of stories, memories, facts and physical items made the event very engaging and brought to life so much of the club's history & heritage. Fans, new & old, gave very positive feedback.

Jonathan Burchill

Bees United





Fan experience

Enhancing the matchday & non-matchday experience

During the 2025/26 season, Brentford ranked first in the Premier League's Matchday Fan Experience Survey.

Our overall score was 80.8 out of 100.

While this achievement reflects the progress we have made, we remain focused on continuous improvement.



This season's key fan experience priorities:

- Deliver a new club website platform, working closely with supporters to shape new features and functionality that improve usability, accessibility and the overall digital experience.
- Review and enhance the end-to-end fan ticketing journey for both home and away matches, identifying key supporter pain points and implementing priority improvements where possible to make purchasing tickets simpler and more intuitive.
- Continue championing affordable football, maintaining support for initiatives such as our away match experience work, including the Gen10 campaign to cap junior away ticket prices at £10, and the two-year home kit rollover to reduce costs for supporters.
- Work in partnership with the fan atmosphere working group to deliver agreed initiatives that enhance the matchday experience and atmosphere at the Gtech, including introduction of dedicated singing sections for selected fixtures.
- Strengthen the club's international presence, growing engagement with overseas supporters through targeted activity, strategic partnerships and supporter events in key markets.
- Increase the involvement of club partners in supporter engagement activity, creating enhanced experiences and added value at key fan-focused events throughout the season.
- Expand our 'first time fans' programme, providing a warm welcome, tailored support and a memorable introduction to the club and the matchday experience at the Gtech.
- Enhance the matchday food and beverage offering, improving product choice, reducing waiting times and further developing the loyalty rewards programme.
- Engage supporters in key matchday decisions, including holding a blind taste-testing event to help select the club's official lager for the 2026/27 season.
- Grow and deepen social media engagement, with a greater focus on club personality, authentic story-telling and behind-the-scenes access to players and staff.
- Host at least one showcase women's team fixture at the Gtech, raising the profile of the team and providing an excellent matchday experience for supporters, players and staff.
- Grow support for the women's team, increasing attendances and building a stronger fanbase at their new home at the Honeycroft stadium in Uxbridge.
- Bring our 'Bike to Brentford' initiative in-house, enabling greater promotion, coordination and development of sustainable travel options for supporters.
- Set up a travel forum, bringing together key transport representatives to enhance travel options for supporters.





FIRST TIME FANS

Brentford FC runs dedicated First Time Fans initiatives, in partnership with Her Game Too, aimed at encouraging women and girls to experience their very first live men's football match at the Gtech Community Stadium.

Last season the club offered this initiative at two games and welcomed 17 new fans to the stadium for their first match.

Selected applicants for these events receive a welcoming, guided matchday experience, including goody bags with club merchandise and support from club staff to help them get comfortable with the matchday atmosphere.



Honestly my daughter and I had a fantastic experience and wouldn't change anything. I think this will be something we do together more often. This opportunity made my daughter say she will join in football at school and definitely wants to attend another match.

First Time Fans participant



Fan behaviour

Creating a safe and respectful environment for fans

The safety, wellbeing and security of everyone attending Gtech Community Stadium remains a key priority. We are committed to providing an inclusive and respectful environment where all supporters feel welcome, safe, and valued.

Our ongoing work includes:

- Regularly reviewing and strengthening stadium security measures.
- Delivering comprehensive training to staff to ensure incidents are handled professionally and appropriately.
- Promoting and enforcing our Acceptable Behaviour Policy, which outlines unacceptable conduct, potential sanctions, and the processes used to manage incidents fairly and consistently.

Supporter feedback continues to demonstrate overwhelmingly positive perceptions of the matchday experience at Gtech Community Stadium. Although incidents of unacceptable behaviour remain uncommon, we encourage fans to report concerns promptly so that appropriate action can be taken.

Our end-of-season survey found that **85 per cent of supporters know how to report incidents**. While this is encouraging, we remain committed to increasing awareness further through stadium signage, digital displays, and ongoing communications.



This season's key fan behaviour priorities:

- Review and refresh the club's Acceptable Behaviour Policy in partnership with the fan behaviour working group, ensuring it remains clear, relevant and aligned with the club's values and expectations for all fans.
- Strengthen efforts to tackle ticket touting and misuse, including supporter identity verification processes, while providing regular updates to fans on the club's progress and actions taken.
- Ensure regular publication of information around the number of interventions made by the club relating to poor behaviour.
- Maintain consistent communication regarding unacceptable behaviour and language, including clear guidance on how fans can report concerns effectively.
- Relaunch and promote supporter reporting channels at the start of the season, encouraging early reporting of concerns and increasing awareness of the different methods available for fans to raise issues quickly, safely and confidentially.





Fan support

The club is committed to placing supporter care at the centre of everything we do, ensuring every interaction leaves a positive and lasting impression. Across both matchdays and non-matchdays, our teams strive to create a welcoming, inclusive, and memorable experience for all supporters.

Dedicated fan support

Our fan & community relations team plays an important role in supporting fans throughout the season. In addition to responding to enquiries and resolving issues, the team provides personalised assistance during difficult circumstances, including illness and bereavement.

The department also leads a range of fan engagement initiatives designed to create meaningful and memorable experiences that strengthen the connection between the club and its fans. These include special gestures such as personal calls from Brentford directors, club ambassadors, and former players to season ticket holders celebrating milestone birthdays and other significant occasions.

Matchday support

As part of our commitment to delivering an outstanding experience at Gtech Community Stadium, our dedicated fan support team is available on matchdays to assist supporters and ensure they feel welcomed and supported.

Providing a friendly and approachable presence throughout the stadium, the team offers guidance, information, and practical assistance. This includes wheelchair collection services for supporters with mobility requirements, as well as help with navigation and wayfinding around the stadium.

Accessibility support

The club's disability access officer leads our efforts to provide an accessible and inclusive environment for all fans.

Working closely with the Brentford Disabled Supporters Association and colleagues across the club, the disability access officer helps identify and remove barriers to accessibility, ensuring supporters can enjoy the best possible experience at Brentford FC.

Supporter charter

Our Supporter Charter sets out the club's commitments to fans and provides a framework for transparency and accountability.

The charter is reviewed annually in partnership with the Fan Advisory Board to ensure it remains relevant, effective, and aligned with supporter priorities.

Complaints process

The club is committed to delivering high standards of service across all areas of its operations and takes all complaints seriously. We aim to address concerns promptly and resolve issues as efficiently as possible.

Fans are encouraged to submit complaints in the first instance to the fan & community relations team by emailing supporterservices@brentfordfc.com.

We aim to respond within seven working days. If a supporter is dissatisfied with the outcome, the complaint may be escalated to the fan & community relations director for further review.

Should the matter remain unresolved, the club's adjudicator, who also serves as the fans' representative on the board of directors, will oversee the appeals process.

For issues that cannot be resolved through the club's internal procedures, fans may refer their complaint to the Independent Football Ombudsman, which provides an independent final stage of resolution in line with the standard process adopted across Premier League clubs.

Full details of the club's complaints procedure can be found [here](#).



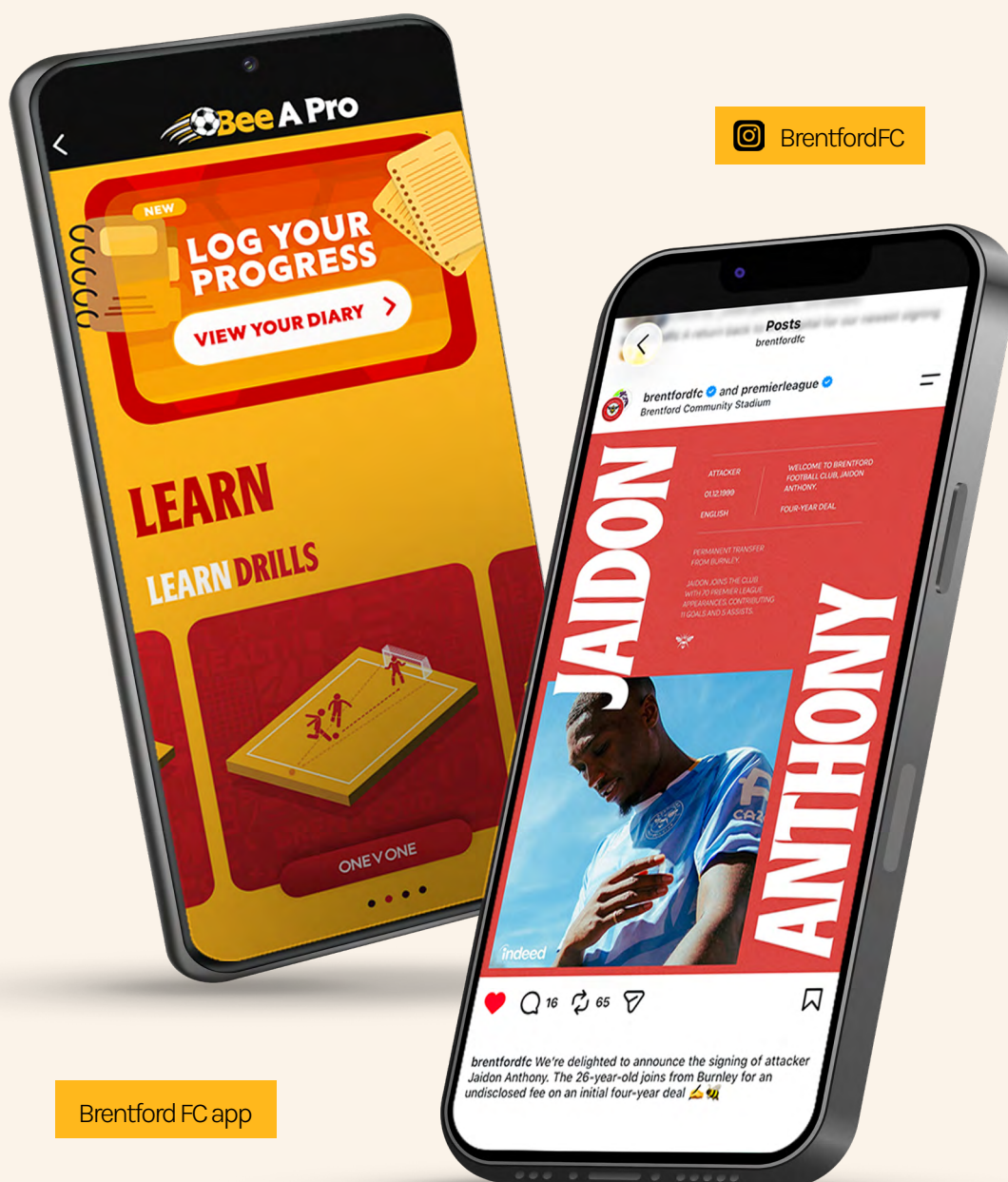
This season's key fan support priorities:

- Enhance supporter self-service and assistance tools as part of the new website platform launch, including the introduction of an AI-powered chatbot to support ticketing queries.
- Expand the role of the fan support team, increasing its focus on gathering supporter feedback, identifying improvement opportunities and supporting the delivery of key matchday and non-matchday fan experience initiatives.
- Improve accessibility across stadium facilities by updating signage within to enhance readability.
- Introduce a new public address system at the box office, improving communication with supporters, queue management and the overall matchday experience for supporters.
- Increase the accessibility and convenience of matchday food and beverage services, exploring and expanding innovative solutions that enhance the experience for supporters with accessibility requirements.
- Launch a new rehabilitation programme as part of the club's Heart of West London cardiac health campaign, supporting community health outcomes and raising awareness of cardiac care and recovery.
- Introduce sensory-friendly hours and enhanced accessibility features in the Hive Store creating a more welcoming and inclusive environment for neurodiverse supporters and those with sensory sensitivities.
- Bring retail warehouse operations in-house, improving oversight, service standards and the fulfilment for supporters purchasing merchandise online.
- Continue to promote women and girls' inclusion by strengthening male allyship initiatives and enhancing matchday safety.

Fan communication

Effective communication is essential in building and maintaining a strong relationship between the club and its fans. Clear, timely, and informative communication helps build trust, keeps fans informed on key matters such as ticketing, matchday operations, and club policies, and raises awareness of fan engagement opportunities.

Our communications also aim to bring fans closer to the club by sharing fan stories, providing insight into the lives of players and staff, and strengthening connections across our local, national, and international fanbase.



Non-matchday communication

Social media channels

Our social media platforms play an important role in strengthening the connection between the club and its fans through engaging, informative, and interactive content.

By providing exclusive behind-the-scenes access to players and staff, including dressing room insights and training ground content, fans gain unique perspectives that are not available elsewhere.

Our channels also showcase player personalities through creative and engaging content that reaches audiences beyond our existing fanbase. In addition, fans can rely on club platforms for the latest news, announcements, ticketing information, and event updates.

We also use our channels to highlight key club campaigns and community initiatives, helping raise awareness and encouraging fans to get involved.

Club app

The Brentford FC app plays a key role in connecting fans with the club, wherever they are in the world.

Whether attending matches at Gtech Community Stadium or following remotely, fans can stay connected through the match centre, which provides live scores, real-time text commentary, detailed statistics, and interactive prediction games.

The app also features Bee a Pro, the youth-focused digital hub to provide engaging and interactive content tailored specifically for younger supporters.

Bee a Pro includes player features, skills and training drills, nutritional guidance, educational content, and behind-the-scenes insights from club staff, helping younger fans feel closer to the heart of the club.

As a unique offering within football, the platform also has the potential to attract younger fans from beyond the Brentford fanbase and build greater affinity with the club.

All Brentford FC home match tickets, including premium seating and match-by-match tickets can be accessed digitally through the club app. This makes ticket management and sharing quicker, safer, and more convenient for supporters while helping the club tackle ticket touting through the use of verified ticketing accounts.

Matchday communication

With the introduction of digital ticketing from the 2025/26 season, the club will continue to support fans with the system.

Fans will continue to have access to step-by-step guidance and video tutorials, and support from our venue optimisation team via email and phone, and matchday assistance from our fan support team.

We will also continue to improve communications relating to away fixtures as part of our efforts to encourage and support away attendance. This will include enhanced information on ticketing and travel arrangements, alongside increased content that reflects the experiences and perspectives of travelling fans.

Maintaining a safe, welcoming, and enjoyable atmosphere at Gtech Community Stadium remains a key priority. To support this objective, we will continue to provide regular updates on supporter behaviour and disciplinary matters. These updates will outline key challenges, detail actions being taken by the club, and reinforce our shared commitment to creating a positive environment for all fans.

This season's key fan communication priorities:

- Provide a monthly fixture sales calendar, outlining upcoming home match on-sale dates in a single communication to help supporters plan ahead with greater confidence.
- Deliver regular, transparent updates on ticketing policies and operational changes, ensuring supporters are informed and understand how decisions affect them.
- Improve pre-match communication for away fixtures, providing timely and comprehensive travel, ticketing and matchday information to support a seamless fan experience.
- Update key fan resources including the visiting the stadium guides, accessibility statement and Supporter Charter.
- Strengthen engagement with international supporters through targeted digital content and communications that deepen their connection to the club and its communities.
- Develop dedicated digital hubs for sustainability and community activity, showcasing the club's impact, sharing stories and providing supporters with opportunities to get involved and make a difference.





How to contact the club

We are committed to making it easy for supporters to get in touch with us. A range of dedicated contact channels are available to ensure enquiries and feedback are directed to the appropriate team quickly and efficiently.

Email contacts

Ticketing (all ticket-related queries):
tickets@brentfordfc.com

General enquiries and matchday messages:
enquiries@brentfordfc.com

Merchandise (shop and products enquiries):
shop@brentfordfc.com

Supporter services (special requests, assistance or fan support):
supporterservices@brentfordfc.com

Accessibility (access-related queries):
accessibility@brentfordfc.com

Reporting unacceptable behaviour

Fans who witness or experience unacceptable behaviour can report incidents through a number of channels:

- Speak directly to a steward on matchday
- Use the Brentford FC app
- Send a WhatsApp message to +44 20 3833 0327
- Scan the QR codes displayed around the stadium or within the matchday programme
- Email report@brentfordfc.com

Direct dial numbers to all key teams across the business are also provided on the [club's official website](#).

The club's official social media platforms:

 Brentfordfootballclub1889

 BrentfordFC

 BrentfordFC

FAN ENGAGEMENT PLAN

2026/27 season



APPENDIX 1

FAN ADVISORY BOARD ASSESSMENT

To assess the effectiveness of the Fan Advisory Board (FAB) over the 2025/26 season, the club conducted a survey of both FAB members and club staff who regularly attend meetings. The survey invited respondents to rate **39 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 and a slight improvement to last year's results, showing a clear consensus that the Fan Advisory Board is an effective forum, with an **average score of 4.28 out of 5.0** across all effectiveness measures, compared to 4.0 for the 2024/25 season.

Club staff ratings were slightly higher than those of FAB members – 4.55 compared to 4.10 – though both groups highlighted broadly similar strengths and areas for improvement.

Another positive to note is that 31 out of the 35 measures were rated at 4.0 out of 5 or higher, compared with 21 from the previous season.



Top scores on the survey			
	Overall average	FAB average	Club staff average
How well represented are the recognised fan groups of the club on the FAB?	4.92	4.88	5.00
To what extent do you believe the club has met its commitments outlined in its Fan Engagement Plan for the 2025/26 season?	4.83	4.86	4.80
How would you rate the involvement of the CEO and other club staff in the operation of the FAB?	4.69	4.50	5.00
How appropriate is the size of the FAB?	4.69	4.63	4.80
How effective have fan working groups been at progressing specific projects or proposals?	4.62	4.75	4.40

Lowest scores on the survey

	Overall average	FAB average	Club staff average
How effective are the FAB at gathering and conveying the perspectives of the broader fanbase?	4.00	3.88	4.20
Do FAB meetings focus sufficiently on strategic matters?	4.00	3.88	4.00
How familiar are FAB members with the club's processes and timelines for delivering strategic pieces of work or changes to policy?	4.00	3.75	4.40
How timely is the receipt of papers before meetings to allow due consideration?	3.77	3.38	4.40
How effectively does the FAB communicate with supporter groups and the wider fanbase?	3.50	3.25	4.00
To what extent does the FAB have a positive profile with the wider fanbase?	3.70	3.20	4.20
Is the work/successes of the FAB communicated to the fanbase effectively?	3.23	2.88	3.80

Summary of FAB performance and priorities for next season

The commitment of the chief executive, Jon Varney, senior club staff and FAB co-chairs continues to be viewed very positively by both club staff and FAB members. Respondents praised the openness of discussions and the collaborative approach taken throughout the season, with the co-chairs from Bees United and BIAS recognised for encouraging balanced contributions and creating an environment where members feel comfortable sharing differing viewpoints.

The club would also like to thank every FAB member for their ongoing commitment, both through quarterly meetings and their valuable contributions to the club's fan working groups throughout the season.

FAB members were positive about the evolution of the FAB's membership, particularly welcoming the inclusion of representatives from Her Game Too, Brentford Disabled Supporters Association and LGBeETs, which has broadened the diversity of perspectives within the group, with a general agreement that representation should continue to be reviewed regularly to ensure the FAB reflects the full breadth of the club's fanbase as it continues to grow.



I think the FAB is much stronger and more representative now with the inclusion of Her Game Too, DSA and LGBeET representatives.

FAB member

The survey again highlighted that the lowest scoring areas are around the communication and profile of the FAB's work with the wider fanbase. While FAB members believe the board has positively influenced a number of club decisions, there is a shared view that many fans remain unaware of the FAB's role or achievements. Several respondents suggested that both the club staff and fan representatives should take greater responsibility for communicating outcomes through a more coordinated communications plan.

There was an emphasis on the importance of maintaining the FAB's strategic focus. Feedback recognised improvements in avoiding operational discussions during meetings, with working groups increasingly providing the appropriate forum for more detailed issues. The contribution of these working groups received particularly positive feedback, especially in supporting projects such as digital ticketing and season ticket pricing. Looking ahead, FAB members suggested greater consistency in how working groups operate, including clearer terms of reference and a more structured programme of meetings.

Overall, the group agreed that the administration of the FAB continues to improve. Meeting minutes remain well received, accurately reflecting discussions and agreed actions. While there has been further progress in the quality of papers provided, there has been discussion around how the circulation of background papers in advance can help to reduce the presentation time in

FAB meetings and allow more time to be spent on discussing feedback to support the club's strategic decision making in the FAB meetings.

In summary, overall sentiment around the FAB continues to improve. Priorities for the coming season include enhancing the quality of background papers sent in advance of meetings, continuing to develop the connection between the FAB and working groups, and maintaining the board's strategic focus so that the positive impact of the FAB is both delivered and more clearly demonstrated to the Brentford fanbase.

