



# Fan Advisory Board Terms of Reference

## 8 November 2023

### 1. Purpose and objectives of the Fan Advisory Board

1.1 The Fan Advisory Board (FAB) is an advisory body to facilitate consultation between the fan groups and Brentford Football Club. (“the Club”). Discussions will focus on strategic issues as opposed to short term operational issues which will continue to be dealt with in the working groups already in place.

1.2 The objectives of the FAB are to:

- a. Provide a channel for fans to voice their opinions, concerns, and suggestions to the Club's management team.
- b. Act as a sounding board for the Club's initiatives and policies, and provide feedback to the management team on their effectiveness and impact on fans.
- c. Identify issues that are important to fans and work with the Club to address them.
- d. Promote transparency and accountability between the Club and its supporters.
- e. Help enhance the matchday experience for fans.
- f. Support the club in the achievement of the Premier League’s Fan Engagement Standard (FES).

### 2. Scope

2.1 Under this Terms of Reference, the FAB will be consulted on the following areas:

- a. Industry or League issues, if applicable
- b. Brentford’s strategic vision, objectives and values
- c. Club updates, priorities and plans
- d. Any proposals relating to the Club’s heritage assets (the Club’s badge, its name Brentford Football Club, the home colours (red and white) and the Gtech Community Stadium)
- e. Escalation, as agreed, of issues from supporter groups that are engaged in dialogue with Club, including Brentford Independent Association of Supporters (BIAS), Bees United and other working groups and fan forums
- f. The Club’s plan for broader supporter engagement
- g. Governance, regulation and compliance.



2.2 Certain commercially sensitive matters are not in scope for consultation with the FAB. This includes, but is not limited to: player transfers, loans and contracts; Club sponsorship arrangements and proposed partnerships; academy pathways; and any matter restricted by law, contract or data protection regulations or considerations.

### 3. Membership

3.1 The FAB will comprise up to 12 members, each over the age of 18, who represent the diversity of the fanbase; none of whom may receive any payment, benefit or preferential treatment from the club.

3.2 The ~~initial~~ composition will be:

- a. Four places reserved for BIAS (including a co-Chair of the FAB)
- b. Four places reserved for Bees United (including a co-Chair of the FAB)
- c. Up to four additional places if required for other representatives to support the diversity of the FAB (all to be either members of BIAS or Bees United and nominated by them).

3.3 There are a number of working groups already established at the Club to discuss detailed matters such as ticketing, food and drink, fan atmosphere and women and girls' inclusion. These working groups will continue and will have the option to escalate issues for consideration by the FAB.

3.4 In respect of each working group referenced in Section 3.3, the co-Chairs will be consulted on the reporting requirements, to help plan the FAB's own business and agenda, and which will be recorded in the minutes of a FAB meeting.

3.5 The FAB may also create additional sub-committees to deal with specific areas, but these will be directly responsible to the FAB, who will have the final approval on any matter discussed by a sub-committee. Where such a sub-committee is established, the co-Chairs will consult with the Club on reporting requirements, if the objectives of the sub-committee impact upon Club business.

3.6 Additionally, the FAB may also co-opt temporary advisors/consultants as deemed necessary to provide expert advice on any topic that may arise. These advisors/consultants will not attend FAB meetings unless agreed with the Club.



#### **4. Role of the co-Chairs of the FAB**

4.1 The co-Chairs of the FAB are assumed to be the current Chairs of BIAS and Bees United, unless otherwise agreed within each organisation.

4.2 The role of the co-Chairs of the FAB is to manage the meetings in accordance with the agreed agenda and, to the best of their abilities, ensure that FAB meetings are productive, positive and well-run, promoting a culture of openness and debate and to deal with any breaches of the agreed Code of Conduct.

4.3 In advance of the FAB meeting, the co-Chairs should agree who will take the lead for each agenda item. Should one co-Chair be unable to attend a FAB meeting, the other will take over as sole chair for that meeting.

#### **5. Selection and term of FAB members**

5.1 BIAS and Bees United will be responsible for selecting their own co-Chair and for choosing the other three representatives for their reserved positions. These representatives are to be reviewed and reselected on an annual basis.

5.2 The Premier League's Fan Engagement Standard stipulates that members of the FAB should stand down on a periodic basis. The tenure of the co-Chairs and the other three representatives from BIAS and Bees United of the FAB should be determined by each group's own constitutional rules, subject to ratification by the Club.

5.3 The role of co-Chair is not expected to be held for more than three years.

5.4 Nominations for up to four other places should be provided by both BIAS and Bees United and be agreed upon by the FAB with the guidance that these positions should help to support the representation of the full diversity of the fanbase.

#### **6. Outline plan, meetings and member attendance**

6.1 Prior to the start of each season an Outline Plan of FAB meetings will be agreed by the Club and co-Chairs of the FAB. The Outline Plan will include draft agendas for each where possible, but accepting that the finalised agendas may change throughout the season.

6.2 The FAB will meet on a quarterly basis. For each meeting, a minimum of 14 working days' notice will be given to all members.

6.3 The FAB will provide the Club with proposed agenda items at least seven working days ahead of the meeting, (with AOB items no less than 24 hours prior). The Club will then work with the co-Chairs to agree the final agenda at least five working days ahead of the meeting and to circulate any relevant papers at that point, whenever possible.

6.4 No formal quorum is required for the FAB, as a consultative rather than decision-making body. However, the Club would expect at least half the members of the FAB to be present to ensure sufficient representation. No proxies will be permitted to attend in their place.



6.5 FAB meetings will be held in person, but a dial-in option will also be provided to ensure meetings are as inclusive as possible. All members are expected to attend a minimum of 75 per cent of meetings annually and may be asked to step down if they are not able to meet those requirements.

## **7. Meetings, Club attendance and Club role**

7.1 FAB meetings will be attended by the Fan & Community Relations Director and Supporter Liaison Officer. Other senior level club officials will also attend as required, dependent on the agenda items to be discussed.

7.2 In addition, the club's Nominated Board Level Official for fan engagement, the chief executive, will attend at least one FAB meeting per year.

## **8. Discussion and minutes of meetings**

8.1 Minutes of the FAB meetings will be drafted by the Supporter Liaison Officer. A jointly-agreed record of discussions, ratified by the co-chairs of the FAB and the club, will be made available within 20 working days of each meeting and then shared with the wider fanbase (bearing in mind that some matters discussed may be commercially sensitive and cannot be shared).

## **9. Code of conduct**

9.1 All FAB members will be required to comply with a Code of Conduct to ensure behaviour is respectful at all meetings.

9.2 The FAB may suspend or expel any member whose conduct renders them unfit for membership in the opinion of the FAB.

9.3 No member may be suspended or expelled without first being given the opportunity to make representations in writing to the FAB.

9.4 Members of the FAB must agree to keep confidential the details of conversations held during FAB meetings unless otherwise agreed, as set out in the Code of Conduct for all FAB members. This is published separately from this Terms of Reference.

## **10. Decision making**

10.1 The FAB is a consultative body and does not therefore have formal voting rights.

10.2 The Club undertakes to consider fully any recommendations from the FAB and to provide clear feedback on the reasoning behind decisions taken by the Club in relation to these discussions.



## **11. Communication**

11.1 FAB members representing BIAS and Bees United are required to ensure regular dialogue is maintained with their organisation's membership, so that any issues, successes or areas for improvement can be raised in advance of FAB meetings.

11.2 Any intellectual property created in the course of the FAB's existence will be owned by the Club.

11.3 The FAB will have the option to establish an email address and/or social media account for the purposes of communicating with the wider fanbase.

11.4 Contact details for the FAB will be published on the club's website so that fans are aware how to make contact with the FAB.

## **12. Training**

12.1 The Club will review what training members of the FAB consider they might need in relation to the FAB and agree any training plans required.

12.2 In particular, in accordance with the FES, the Club will provide training on club operations, social media, safeguarding and mental health awareness.

## **13. Effectiveness of the FAB and compliance with the FES**

13.1 The Club's nominated board level official, the Chief Executive, will work with the FAB co-Chairs to undertake a review of the FAB proceedings at the end of each season, as per guidance in the Premier League's FES, with any suggestions for improvement identified.

13.2 Any improvements identified will be documented and recorded in the minutes of the FAB. Improvements may result in amendments to the Terms of Reference, in relation to clause 15.2.

13.3 The Club will seek a fuller independent evaluation of the workings of the FAB, not less than three years, or as per guidance in the Premier League's FES.

## **14. Complaints**

14.1 The FAB will establish and agree a complaints procedure to be published separately from this Terms of Reference.



## 15. Agreement and Review of Terms of Reference

15.1 The Terms of Reference for the FAB were reviewed and signed off by the Club, BIAS and Bees United on 8 November 2023.

15.2 The Terms of Reference will be reviewed and approved by the FAB each year, at the start of each season, concurrently with the Outline Plan.