



## **WEST HAM UNITED FAN ADVISORY BOARD TERMS OF REFERENCE**

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### **PURPOSE**

The purpose of the West Ham United Fan Advisory Board (“the FAB”) is to:

- i. Provide a forum for representatives from the Club’s supporters groups and fanbase to meet with senior representatives from the Club and engage in constructive, two-way dialogue on relevant issues relating to the Club or football generally, making a better experience for all of the West Ham supporter base.
- ii. Fulfil the requirements of the Premier League’s Fan Engagement Standard (“the FES”)

### **MEMBERSHIP**

The FAB composition is structured to ensure compliance with Premier League guidance relating to the Fan Engagement Standard and Fan Advisory Boards (R.22 – R.23), containing both Club and Supporter Representatives.

Recognising the diversity of the Club’s fanbase, and keen to encompass a range of opinions, the FAB will comprise a mixture of representatives, ensuring the Club fulfils requirements with Premier League guidance relating to the Equality, Diversity and Inclusion Standard (J.4).

The FAB is the Club’s formal mechanism for consultation and engagement. Any former members of previous consultative bodies will reapply for inaugural membership of the FAB, as detailed in the process. Those successful members will be termed “Supporter Representatives”, subject to those groups meeting the FAB entry standards. To that end, the original MOU between the Club and the ISC will be void once the FAB is established, with all formal and informal consultation and engagement through the Fan Advisory Board.

The process for the application and election of FAB members is detailed in the appendix.

### **RESERVED SUPPORTERS GROUP REPRESENTATIVE SEATS**

#### **– APPOINTED VIA THEIR OWN, INDEPENDENT DEMOCRATIC MEANS (APPENDIX 2)**

- i. 3 x General Seats (fan groups representing general interests of supporters)
- ii. 1 x LGBTQIA+ supporters’ group
- iii. 1 x Disability supporters’ group
- iv. 1 x Ethnic Diversity supporters’ group
- v. 1 x Over 60s supporters’ group
- vi. 1 x Junior Supporters Board
- vii. 1 x West Ham Women’s Supporters Board
- viii. 1 x Bondholders



## ELECTED SUPPORTER REPRESENTATIVE SEATS

### – APPOINTED VIA AN INDEPENDENT ELECTION PROCESS (APPENDIX 3)

- ix. Claret member
- x. International Supporters' Clubs

## CLUB REPRESENTATIVE SEATS

- xi. Nominated Board Level Official (NBLO)
- xii. Head of Supporter Services and Engagement
- xiii. Further Club Representatives determined by meeting agenda.

Neither the Club nor Supporter Representatives are able to automatically appoint supporters to the FAB. There will also be no automatic veto on any applications for the FAB, with all applications reviewed in accordance with the FAB Terms of Reference and Code of Conduct.

The membership of the Fan Advisory Board is intended to be democratic, accountable and transparent at all times.

Each Supporter Representative shall remain as a member of the FAB for 2 years. At the end of those 2 years (or if a Supporter Representative leaves their constituent group or decides to stand down as a member of the FAB during this time) a replacement Supporter Representative must be promptly appointed or voted for.

A Supporter Representative can stand for no more than two terms.

In line with the Premier League Fan Engagement Standard requirements, the Club Representatives and Supporter Representatives on the FAB will also ensure:

Members who are elected are appropriate to hold the position, including consideration of their knowledge and experiences, and potential conflicts of interest (i.e., if the person is employed in a public position or by a commercial partner of the Club with a potential to create conflict)

The whole membership reflects diversity (including any specific diversity targets the Club may have) ensuring representation by under-represented groups, demonstrated by data provided by supporter groups (see appendix for more detail).





## CHAIRPERSON

Supporter Representatives will appoint a Supporter Representative Co-Chair who will Co-Chair meetings with the Head of Supporter Services and Engagement.

### THE CO-CHAIRS WILL:

- i. Agree the meeting agenda ahead of meetings
- ii. Include ensure sufficient time is dedicated to each agenda item
- iii. Seek input from all Supporter Representatives during each meeting, including ensuring a quorum in place for any formal recommendations to be made, or votes held
- iv. Input on the annual Fan Engagement Report
- v. Create the Co-Chair report as per the Premier League requirements.

Supporter Representatives will also appoint a Vice-Chair. The Vice-Chair will be expected to stand in if the Chair is absent or conflicted on a specific item.

Both the Supporter Representative Co-Chair and Vice-Chair will be determined by two respective voting processes among Supporter Representatives. A FAB Supporter Representative must put themselves forward for the positions. The nominations for both positions must be seconded by a fellow Supporter Representative on the FAB. The person receiving the most votes will be appointed as Chair. In the event of a tie, the remaining candidates will be given an opportunity to address the Supporter Representatives who will then hold another vote. If a decision by ballot cannot be achieved, lots will be drawn.

The Chair and Vice-Chair will serve 12 months, thereafter the Supporter Representatives on the FAB shall appoint a Chair and Vice-Chair for the next term. The outgoing Chair and Vice-Chair may stand for reappointment, but can only serve a total of two years in either role.


## MEETINGS

Meetings of the FAB shall be held 3 times per season. In addition to this, there will be one summary meeting of the FAB Co-Chairs to undertake a season review. In addition, meetings of sub-groups will take place throughout the season as deemed relevant. The FAB may choose to request additional meetings with the Club Co-Chair over and above the four formal meetings.

The FAB shall endeavour to meet in person at the Club, wherever possible, with a minimum of one meeting per season held in person.

For any fan meetings taking place in relation to the Fan Advisory Board, the Code of Conduct and confidentiality agreement would still apply.

The Club's Nominated Board Level Official and Head of Supporter Services and Fan Engagement will attend every meeting of the FAB with the Club's Vice-Chair also attending a minimum of one meeting per season. Meeting attendees will be confirmed at the time that Club and Supporter Representatives agree the agenda.



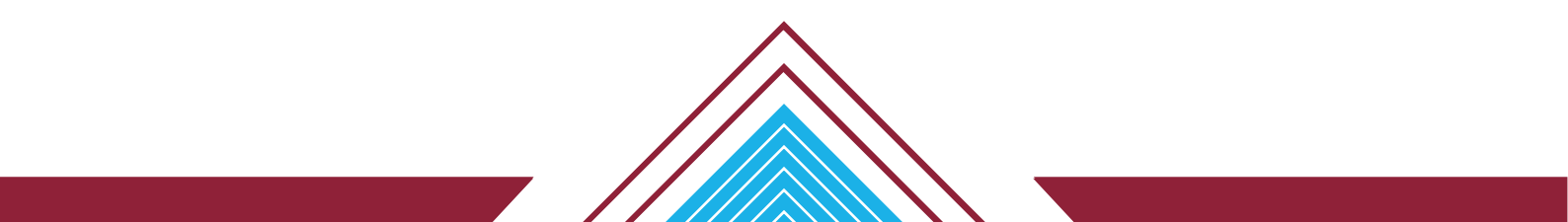



## GUIDING PRINCIPLES:

- i. Both Club and Supporter Representatives may propose items for discussion at each meeting, with the Supporter Representative Chair sending these to the Club's Head of Supporter Services at least 10 working days in advance of the meeting.
- ii. Agendas will be shared ahead of all meetings with the wider fanbase
- iii. The Co-Chairs shall circulate an agenda, agreed by the Co-Chairs, to the members of the FAB at least 5 working days ahead of each meeting of the FAB. The agenda will include Club updates, Supporter Representative topics raised, and mutual items raised for discussion
- iv. Both the Club and Supporter Representatives will communicate the agenda of meetings publicly, alongside the agreed action points following the meeting in a timely fashion. A digital transcript of the meeting will be kept and stored securely for record. The transcript will be shared no later than seven days following the conclusion of the meeting, no later than 14 days from when the meeting took place
- v. The Club shall prepare and circulate a summary of the items discussed to FAB members for approval, with a view to publishing no later than 14 days after the meeting took place via Club channels
- vi. Recommendations and actions will be discussed and agreed during meetings
- vii. Minutes will be concise and factual in format, providing the topics discussed and actions agreed. To support this format, comments will not be attributed to individuals but to the 'Club' or 'Supporter Representatives', unless the FAB member providing the comment requests for this to be known
- viii. A digital transcript of the meeting will be taken to aid the minute taker. This is not for publication and will be destroyed once minutes are agreed
- ix. Actions will be assigned to specific Club and Supporter representatives, wherever necessary, as determined by the FAB Co-Chairs (Club and Supporter Representative Co-Chairs)
- x. Agreed actions will be recorded in the minutes and reported on at the next meetings
- xi. Individuals must not publish any details of the meeting prior to that point. Should any items within the meeting be deemed as confidential they will not be included within the published version of the minutes (as per Confidentiality Agreement).
- xii. The four FAB meeting dates will be agreed at the start of the season, with confirmed meeting dates/times are subject to the fixture and operational calendar
- xiii. FAB meetings will have a duration of two hours
- xiv. Agreed timescales for responses each way must be clearly communicated, alongside the rationale for decisions and positions taken by the FAB and Club
- xv. Should an action be agreed, alongside a timeline, both the Club and supporter representatives would be expected to share the reasons why deadlines need to be extended, or why agreed actions cannot be taken.

## WAYS OF WORKING:

Recommendations and actions will be discussed and agreed between by Club Representatives and Supporter Representatives during FAB meetings. Agreed actions will be recorded in the minutes and reported on at the next meeting. The aim of the meeting should always be to try and make decisions by consensus in a constructive manner, with agreed timescales, a definition of success and a focus on where benefit can be sought for the wider fanbase.





Where consensus agreement is not possible, any FAB member may decide to call a vote and ideally, prior notice should be given to the NBLO and Co-Chairs. The FAB must recognise that the Club is not bound to act on the outcome of these votes, albeit it is expected to acknowledge the outcome, and use that as part of considerations.

## **EQUITY, DIVERSITY AND INCLUSION STATEMENT**

In joining the FAB, all members are expected to commit to:

- i. Promoting equity, diversity and inclusion, by treating people fairly and with respect; and by providing equal access and opportunities for all Supporter Representatives
- ii. Openly supporting and participating in activities that promote equity, diversity, and inclusion for all protected characteristics
- iii. Proactively challenging abusive behaviour or discrimination in any form
- iv. Working together in the best interest of progressing, celebrating and promoting EDI at West Ham United
- v. Outwardly demonstrate commitment to equity, diversity, and inclusion, aligning with the Premier League EDI Standard
- vi. Lead activities within their own supporter's group, which delivers on diversity of representation, equity and inclusive practices

The FAB will operate in an inclusive manner, representing a broad demographic and intersectionality of fans and welcoming the views and opinions of all West Ham United supporters.


The Club reserves the right to review the terms of agreement if any part of the equity, diversity and inclusion statement is called into disrepute (see also the Code of Conduct)


## **RESPONSIBILITIES**

At each meeting the FAB shall discuss any of the following key topics, as appropriate:

- i. The Club's strategic vision and objectives
- ii. Short, medium and long-term strategy
- iii. Club business performance updates, priorities and plans
- iv. Operational matchday issues of concern to supporters
- v. Any proposals relating to Club heritage items
- vi. Stadium issues and plans
- vii. Club communities' strategy
- viii. Equality, diversity and inclusion commitments
- ix. The club's plan for broader supporter engagement

The FAB will not be concerned with on field or directly related Men's or Women's First Team matters such as player recruitment or selection, or the details of personal employment contracts entered into by the Club.





Further it recognises the privacy of personnel contracts and the negotiation thereof. However, where a change in football management has taken place, the Club will endeavour to inform the FAB and answer questions as soon as practical.

Any matter offered by any member of the Club or Supporter Representatives on a confidential basis will be governed by the Premier League Code of Conduct and Confidentiality Agreement. For the FAB to be effective members must respect each other, their views, any collective decisions made and recognise items identified as confidential.

In line with the Premier League Fan Engagement Standard, any intellectual property created in the course of the FABs existence is owned by the Club.

A supporters' group and its representative(s) on the FAB must at all times adhere to the FAB's Terms of Reference, Confidentiality Agreement, Code of Conduct and the FSA's own Expectations of Supporters' Committee Members document.

The Club will set up and maintain a section of its official website to support and promote the FAB, including an introduction to each member of the FAB, contact details for FAB members and, details of upcoming meetings.

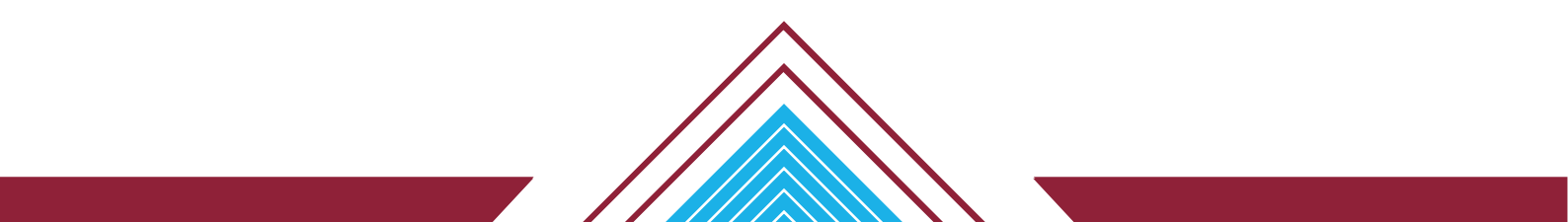
Should the FAB decide to make any public statements it will share those with the Club and await comments from the Club which must be provided in a timely manner. Equally any public statement issued by the Club in relation to the FAB will be shared in advance with the whole FAB.

## **REVIEW**

The Club shall in consultation with the Supporter Representative Chair and Vice-Chair, at least once a year, review the FAB's performance, Membership, and these Terms of Reference to ensure it is operating at maximum effectiveness, using the measures of success agreed within FAB meetings. This review will be undertaken through the NBLO and Head of Supporter Services and Fan Engagement meeting with the Supporter Representative Chair and Vice-Chair to conduct a review as confirmed under the meetings section of the Terms of Reference. The Club will seek a fuller evaluation in accordance with Premier League guidance. The Club will provide a Fan Engagement Report section within its Annual Report

The Club may offer its assistance to Supporter Representatives and Supporters' Groups, wherever reasonably possible, upon request.

The Club, and supporter representatives may wish to review the membership of the FAB periodically to ensure it meets the Club's equality, diversity and inclusion commitments, and proposed changes will be brought to the FAB for discussion and board approval. The process will be in line with the FAB application and entry procedures.





## APPENDIX 1

### APPOINTMENT OF THE SUPPORTER REPRESENTATIVE SEATS

The application process will ask:

#### ABOUT YOU (THE APPLICANT)

- i. Name of applicant
- ii. Contact Information
- iii. Your supporter's group name and position held
- iv. Client reference number
- v. Name of supporters' group

#### WHO DO YOU REPRESENT?

- vi. How many members does your group have?
- vii. Do you have a demographic breakdown of your members?
- viii. (demographic data shared with independent election services company for cold audit)

#### ABOUT YOUR GROUP

- ix. Explain the registration process for members to join your group (to be clearly advertised)
- x. Is your registration process clearly advertised?

#### YOUR INTEREST IN THE FAB

- xi. Why are your group interested in joining the FAB?
- xii. What experience could you bring to the FAB?
- xiii. Why would your group be a good representative of the wider fanbase?
- xiv. What does Fan Engagement mean to your group? (Max 250 words)

#### GETTING TO KNOW YOUR COMMITTEE

- xv. Number of committee members and roles held
  - xvi. Explain the democratic election process for the positions on your committee
  - xvii. Explain how you will democratically elect your fan representative to the FAB (if successful)
  - xviii. How often do you communicate with your members in a formal capacity and via what mechanism?
  - xix. Share the constitution of your group (i.e. attach your Terms of Reference, MOU, financials and any other governance documents)
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## CODE OF CONDUCT

- xx. Do all proposed FAB members and deputies meet the criteria set out in the Code of Conduct? (no stadium bans, FBOs, in arrears of payments, or under investigation)
- xxi. All committee members agree to work constructively with fellow fan representatives and the Club at all times
- xxii. All proposed FAB members and deputies agree to the Terms of Reference, Code of Conduct and Confidentiality Agreement

Should a supporter or supporters' group wish to appeal a decision they should do so immediately, outlining the reasons why and any appeal will be heard no later than 28 days of the appeal being submitted to the panel. A final decision will be communicated by the panel in writing.

The appointment panel will be formed in the inaugural year of the FAB consisting of:

- i. 1 x representative from the FSA
- ii. 1 x representative from the Club
- iii. 1 x supporter representative, who is not intending to run for the FAB

From year 2 on onwards, a Supporter Representative from the FAB and a club representative would become the appointment panel.

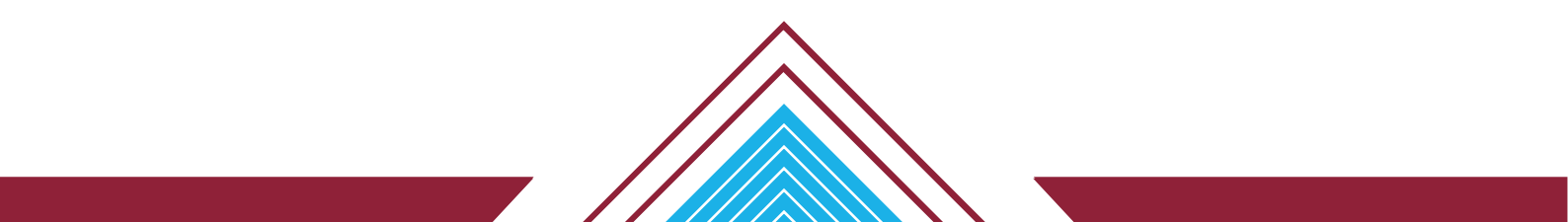
Any supporters' group whose application is rejected is free to reapply after 12 months.

Applications for subsequent post inaugural membership can be made at any time and should be made directly to the Co-Chairs of the FAB.

New membership applications will be considered annually during the closed season and once the Term of Office expires. Should a new supporters' group apply for a seat that is already occupied on the FAB, the panel will request written submissions from both groups. The application process and criteria will apply.

The panel will provide a written recommendation to the FAB regarding the appointment and/or removal of existing members for ratification. If agreement is not possible, the appointment process will re-start.

Should a Supporter Representative need to stand down from the FAB, the relevant groups will need to organise the re-appointment of a Supporter Representative.









## APPENDIX 2

### SUPPORTERS GROUP REPRESENTATIVE SEATS

All Supporters' Groups are asked to provide information relating to their group, confirming who they represent on behalf of supporters. Any representative of a Supporters Group cannot be on the board of any other independent supporters' group, unless approved by the Club and Supporter Representatives together.

The following describes the suggested standards, all of which must be met and maintained by any supporters' group wishing to join the FAB.

1. A supporters' group must be independent from the Club and each other. The Club has no control over their board appointments or decisions
  2. A supporters' group should collect and be willing to share demographic data on members, (Should this data not be immediately available a group should share their expected timeline), the roles and structure of a committee, membership registration process, and how they communicate with their members
  3. A supporters' group must elect from its committee, board or any other governing body, a primary representative to serve on the FAB. A deputy will be allowed to attend meetings should the primary representative be unable to do so. Supporters' groups are also permitted to appoint different representatives for different purposes e.g. to a subcommittee of the FAB
  4. All members of a supporters' group must have, of their own volition, actively applied for membership of that group. Such applications for membership must have been scrutinised by that supporters' group's officer(s) whose responsibility it is for accepting or declining such applications. Applications for membership must have been accepted by the supporters' group and subsequently taken up by the applicant
  5. There must be annual (i.e., within a 12-month period) democratic elections by the membership of a supporters' group for some board positions (not all positions renew annually, so this supports staggered terms) the positions of chair, vice chair and any other specific positions of responsibility on the supporters' group's committee, board or any other governing body. An election report should be published for each election year.
  6. A supporters' group must have the facility for 2-way communication between itself and its members including at least one of the following online facilities: A website with contact details, a published email address, a presence on social media outlets, e.g., Facebook, X (formally Twitter), Instagram
  7. A supporters' group must hold regular committee meetings and minutes must be produced and disseminated to its own members, alongside an AGM, with minutes produced and disseminated to its own members
  8. A supporters' group must produce and publish annual accounts or a financial statement, if applicable. If a supporters' groups do not charge a fee to join or invite monetary support in any way, they should simply stipulate this in place of any financial information
  9. A supporters' group may choose to be affiliated or associated with the FSA
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10. Have been active for 18 months, and been through one election cycle, and published a first years set of accounts, if accounts are applicable.

### **SUPPORTER REPRESENTATIVES ELECTED FROM THEIR CONSTITUENT GROUPS**

In order to apply for a Supporter Representative position, each applicant will need to:

1. Belong to the constituent group relevant to the application
2. Meet all requirements under the application process and Code of Conduct
3. Be happy to be contacted by members of their constituent group via email

### **APPENDIX 3**

#### **ELECTED SUPPORTER REPRESENTATIVE SEATS**

##### **– APPOINTED VIA AN INDEPENDENT ELECTION PROCESS**

There are three stages to the application and election process:

#### **APPLICATION PROCESS, VERIFIED BY INDEPENDENT ELECTION SERVICES COMPANY**

- i. An application process will be required for all Supporters' Group and Supporter Representative positions to the FAB, established in time for the start of the 2024/25 season
- ii. All applicants will be asked to complete an application form, with the data verified by an independent election services company
- iii. Supporters must meet the criteria set out in the Application Criteria section.

#### **PANEL REVIEW AND INTERVIEWS**

Once applications have been independently verified, the above three-person panel will review applications and hold interviews to determine those applications who pass through to the next stage. All verified applicants will be invited to interview with the panel.

#### **ELECTIONS FOR INTERNATIONAL SUPPORTERS' CLUBS AND CLARET MEMBERS**

Applicants who pass the panel interview stage will be subject to an election process which is independently organised and elected from International Supporters' Clubs, and Claret members. This will be undertaken at the Club's expense every two years and the results transparently published. Elections will be hosted and operated independently of the Club via an external company. Full information on the process will be available via the election services company website.

#### **JUNIOR SUPPORTERS BOARD**

For safeguarding reasons, the Club will put forward their candidate from the Junior Supporters' Board

#### **WOMEN'S SUPPORTERS BOARD**

The Women's Supporters Board will put forward their own candidate.

Should a Supporter Representative need to stand down from the FAB, the election process would be re-run.

