

OXFORD UNITED

FAN ADVISORY BOARD MEETING

1st NOVEMBER 2025

In Attendance:

FAB Representatives:

Janine Bailey (**JB**), Chair, FAB Individual Representative
Mark Carpenter (**MC**), Vice-chair, OxVox Representative
Garry Allen (**GA**), FAB Individual Representative
Grace Bailey (**GB**), FAB Individual Representative
Ben Heath (**BH**), OxVox Representative
Paul Peros (**PP**), OxVox Representative
Paul Scaysbrook (**PS**), FAB Individual Representative

Club Representatives:

Grant Ferguson (**GF**), Club Chairman
Tim Williams (**TW**), Chief Executive Officer
Adam Benson (**AB**), Chief Commercial and Marketing Officer

Agenda Items - Start 11:26am

1	Apologies for Absence	Action
	Ohad Green (OG), FAB Individual Representative Matthew O'Donoghue (MOD), Secretary, FAB Individual Representative Aaron Kightley (AK), Supporter Liaison Officer	
2	Matters arising from Minutes of 30th September 2025	
	The minutes had been agreed online. Matters arising: Item 2. See agenda item 3 below Item 5. AK has shared an update on operational queries. These will be followed up in meeting with him. Item 8. FAB officers are confirmed as: Chair: Janine Bailey Vice-Chair: Mark Carpenter Secretary: Matthew O'Donoghue	

3	Ratification of FAB Terms of Reference, Code of Conduct and Memorandum of Understanding	
	<p>Jane Hughes (Football Supporters' Association) had received no final queries on the documents.</p> <p>All present ratified the published documents by show of hands.</p> <p>Following the meeting TW and JB signed the agreed Memorandum of Understanding (MoU) on behalf of the Club and the FAB respectively.</p>	
4	Presentation of Club's Five-Year Plan and Discussion	
	<p>TW - Presented "Dream Inspire" plan.</p> <p>4 key characteristics, one club that:</p> <ul style="list-style-type: none"> • has ambition • has a new home • is focussed on supporters and communities • has a badge that speaks for itself <p>Wants to be a club:</p> <ul style="list-style-type: none"> • that inspires the community it represents. • where excellence is exemplified by the Club both on and off the pitch. • endeavours to make sustainability a cornerstone of what it does, from commercial revenue growth, generating more in revenue than it spends within transfer window, as well as being environmentally sustainable. <p><u>Matters Discussed</u></p> <ol style="list-style-type: none"> 1) Football generally has significant financial sustainability challenges. The Club will endeavour to be as sustainable as possible given these realities. An independent football regulator is being formed partly because the government recognises this reality and the need to protect community assets. 2) While the men's first team will remain the key driver of the Club, a focus on excellence is required on all aspects of the sporting side, men's, youth and women's squads, and all across the Club. 3) Excellent facilities are key to this hence the investment in the training ground and improvement to the Kassam until the new stadium is available. <p><u>Commercial</u></p> <ol style="list-style-type: none"> 1) A commercial strategy is being pursued that covers Branding, Commercial Tiering, Sponsorship and Packaging. 2) Shirt Sponsorship and the importance of having brands that align to the Club's values and be prepared to not compromise on this is key. Providing marketing assets to charities is an option and there are ongoing discussions on this. 3) Being in the Championship does not automatically attract new or better sponsors. The market is very competitive, and we need to provide a unique selling point. We have nonetheless been able to achieve year on year growth in sponsorship. Companies can invest marketing spend into paid 	

	<p>socials with trackable ROI which presents a challenge in selling to digitally focused business</p> <ol style="list-style-type: none"> 4) The new stadium should unlock potential for commercial partnership in a number of areas such as hospitality, operations and technology. Commercial revenue is currently lower than in other similar size clubs because we do not have full access to nor operate the stadium. 5) Need to assess further how to target the Oxford business community as it is very different to other regions. Our audience is largely individual consumers, yet many Oxfordshire businesses are B2B. The stadium situation means our hospitality packages are not as attractive for corporate entertaining as we would like but the new stadium will address this. 6) Retail sales are doing well as a result of a focus on the quality and creativity of retail releases. Kit sales over the launch period were c. +280% vs last year and for the first time a third order of the away kit has been placed <p><u>Oxford United in the Community</u></p> <ol style="list-style-type: none"> 1) TW has joined the OUiTC board. 2) Important to the Club that it supports the communities it is part of both directly and via OUiTC. 3) OUiTC is now better integrated into the Club. Alignment is ongoing and there will be an increased focus on increasing the social value that OUiTC provides. <p><u>Stadium Update</u></p> <ol style="list-style-type: none"> 1) Club estimates significant additional annual profit from the new stadium. 2) S106 negotiations are progressing well and a more specific update on this is expected towards the end of November. 3) Search for Jon Clarke's replacement is ongoing and should be concluded shortly. <p><u>General Discussion</u></p> <ol style="list-style-type: none"> 1) The Club aspires to be the best-run club in the EFL, including Operations, Finance and HR. This requires a focus on people, process and supporting systems. A lot of change has happened, particularly since promotion to the Championship but the focus on continuous improvement and consistently doing better is ongoing across the Club. 2) This includes retaining championship status. Having gained promotion, the costs to upgrade the stadium for the Championship and the new stadium being delayed has put additional strain on the Club's finances. 3) The approach to sponsorship and hospitality is now clearly driven by contribution to profit not just revenue. This positively impacts the Club's ability to invest in the business. 4) There is continued focus on developing the women's team and girls pathway. The Football Development Group management team is currently assessing the feasibility for the Club to be admitted to WSL2. 	
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5	Club Crest	
	<p>FAB members had gathered feedback from supporters on the proposed removal of pinstripes from the crest, through in-person discussions at matches and via a poll on Yellows Forum.</p> <p>Overall feedback from fans was positive or indifferent to the change. The OxVox committee at their meeting unanimously agreed with the proposal.</p> <p>FAB unanimously approved the removal of pinstripes.</p>	AB
6	Actions since last meeting	
	<p>Disabled Fans Forum</p> <p>PS updated FAB on the Forum which was arranged by Andy Taylor. Car parking issues at the stadium and the need to arrive early remain a concern for many disabled fans. It was noted that in general there is engagement and desire to help from the Club, however the current stadium presents some difficulties which should be reduced in the new stadium.</p> <p>Discussions are ongoing regarding setting up of a disabled supporter's group.</p> <p>The Club is looking to upgrade sensory room and agreed to bring this project to the Disabled Supporters group via FAB</p>	AB
7	AOB	
	<p>Programme</p> <p>There is regular space set aside in the match program for FAB news. Upcoming items include thanks to Jon Clarke and a summary of the Disabled Fans Forum. Suggestions for future items include a piece on the Football regulator and a summary of our meeting (JB to draft and liaise with TW and RM).</p> <p>It was agreed that whilst this is a useful way of communicating with some fans, other routes such as main website would reach greater numbers, and all routes should be used.</p> <p>Oxford Mail</p> <p>Discussion of lack of contact and relationship with Oxford Mail.</p> <p>Open day</p> <p>Feedback on the Open day was positive: it seemed to go well and was well received overall. It was suggested that having merchandise available for purchase in the Quad Bar (where activities were taking place) rather than solely at the Club shop would be an enhancement.</p> <p>The Club explained that it is not permitted to have merchandise in the stadium footprint. They would have loved to if they could have. The StadCo relationship has improved, but not owning a stadium is still a blocker for some things we'd like to do.</p>	JB
8	Date of Next Meeting	
	<p>The next full meeting with the club has been arranged for Thursday 15th January. MO'D to send out Teams invite and include Anthony Massey to present year end accounts.</p> <p>A FAB only meeting will be scheduled for November.</p> <p>The meeting closed at 12:55pm.</p>	MO'D MO'D