

OXFORD UNITED

FAN ADVISORY BOARD MEETING

28th April 2026 6:30pm

Training Ground Pavilion

In Attendance:

FAB Representatives:

Janine Bailey (**JB**), Chair, FAB Individual Representative
 Mark Carpenter (**MC**), Vice-chair, OxVox Representative
 Matthew O'Donoghue (**MOD**), Secretary, FAB Individual Representative
 Garry Allen (**GA**), FAB Individual Representative
 Grace Bailey (**GB**), FAB Individual Representative
 Ben Heath (**BH**), OxVox Representative
 Paul Scaysbrook (**PS**), FAB Individual Representative
 Ohad Green (**OG**), FAB Individual Representative

Club Representatives:

Aaron Kightley (**AK**), Supporter Liaison Officer
 Adam Benson (**AB**), Chief Commercial and Marketing Officer

Agenda Items

1	Apologies for Absence	Action
	Apologies were received from Garry Allen (GA).	
2	Approval of Minutes of Last Meeting and Matters arising from Minutes of 15th January 2026 and 24th February	
	<p>The minutes had been agreed online.</p> <p>Matters arising – 15 January 2026:</p> <p>Sensory Room (Item 6): Proposals have now been received and are being reviewed. The upgrade is being funded by BAXI.</p> <p>Board Update (Item 7): The requested early Board update is now overdue. This is addressed further under agenda item 5.</p> <p>Fans' Forum: The Forum took place in March. A summary of the fan survey was circulated and is also referenced under agenda item 4.</p>	

	<p>Accounts: Accounts were filed in March, and a summary was subsequently shared with supporters via Club communication channels.</p> <p>Stadium: Ongoing workstreams continue under the oversight of the new COO and the Judicial Review remains in progress.</p> <p>Ticketing: A ticketing planning meeting took place on 25th March. Notes were circulated and will be published once ticket pricing has been confirmed by the Club.</p> <p>Organisation Chart: An organisation chart has not yet been provided to FAB representatives. AK to follow up.</p> <p>Matters arising – 24 February 2026: No additional matters were raised.</p>	AK
3	Commercial Update and Strategy presentation/discussion	
	<p>AB presented a commercial strategy update structured around the themes of Review, Modernise, Professionalise and Commercialise, with emphasis on the interconnection between key workstreams and how they work together to improve the Club for everyone.</p> <p>Key focus areas included:</p> <p>Staffing and capability</p> <p>Clear KPIs are given to staff to demonstrate the impact and purpose of activities, alongside a focus on team development.</p> <p>Brand</p> <p>Brand is much more than a logo – aim is to demonstrate clear values people can connect with.</p> <p>Clear brand positioning is essential to attract good partnerships. The Club operates in a crowded marketplace with significant competition for attention. Ambition is not solely to promote football, but to position the Club as a broader lifestyle and entertainment brand.</p> <p>The current branding strategy was developed with consultants who examined perceptions on social media, yellows forum and at matches.</p> <p>Data and CRM</p> <p>Rebuilt supporter data following change to more suitable CRM provider which has capacity for appropriate segmentation and insight, enabling Club to listen better + act with evidence. E.g.</p> <ul style="list-style-type: none"> • Can target email campaigns to specific supporters • 18-24 pricing band introduced when data showed there was potential in this age group 	

	<p>Commercial package tiering and pricing</p> <p>There is now a clear framework (benchmarked) which has consistent pricing, tiering and progression through sponsorship packages.</p> <p>Removed loss-making assets. Ethos of Club reflected in attracting right partners – e.g. not taking front of shirt deals from gambling companies.</p> <p>Matchday and non-matchday experience</p> <p>Kassam Stadium situation had been used as a reason NOT to do things, team encouraged to look at other way to enhance experience, e.g.</p> <p>ST holder packs</p> <p>Open days etc</p> <p>SLO team</p> <p>Internal values Empower, Excel and Entertain were emphasised as important foundations for the work carried out by club staff.</p> <p>General Points on Commercial /Matchday</p> <p>GB noted that some out-of-stock items were still on shop website. Agreed to send AB examples</p> <p>Further request shared for more items in womens sizes</p> <p>A few fans had raised pre-match music – FAB agreed it is always very personal, but the range is limited. Songs shortlisted for “Ten minute takeover” tended to be from limited genres/time periods. Suggested including e.g. one song from each decade.</p>	<p>GB / AB</p>
<p>4</p>	<p>Surveys – Discuss strategy and process for fan surveys</p>	
	<p>The background to recent surveys was discussed. The commercial survey reviewed in February was amended prior to circulation; however, shortly afterwards a stadium-related survey was issued without review and contained several confusing questions.</p> <p>Concerns were raised around the wider survey approach, including:</p> <ul style="list-style-type: none"> • Risk of survey fatigue • Duplication of surveys • Lack of user testing • Confusion for supporters • Fan Engagement Plan surveys being de-prioritised • Lack of a clear overall survey strategy <p>Discussion focused on how surveys can be better used to enable supporters to contribute meaningful feedback and demonstrate the range of solutions available.</p>	

	<p>OG suggested that multiple survey providers could be considered, with an offer to demonstrate different capabilities.</p> <p>Suggestions to improve future surveys were made:</p> <ul style="list-style-type: none"> • A “you said, we did” communication style to demonstrate how the Club has responded to survey data. • Surveys could be more tightly focused on specific topics, with an opt-in approach for supporters to complete extended surveys • Appropriate timing of surveys • Rewarding fans with points to spend in shop for completing survey • Place demographic questions at the end <p>Feedback on the recent <u>stadium survey</u> indicated that it raised further questions rather than providing clarity. One fan had suggested a stadium Fans’ Forum be held, although FAB noted that would only attract a small number of fans and a range of engagement channels was needed. FAB acknowledged that there had been a wide range of opportunities to contribute to stadium plans early in the process, and any further input would be targeted on specific areas.</p> <p>Until the current JR has run its course it would not be appropriate to take further.</p>	<p>OG</p> <p>AB/AK</p>
<p>5</p>	<p>Fan Engagement Plan: initial (brief) review</p>	
	<p>It was agreed that a formal review of the Fan Engagement Plan should take place at the end of the season, with FAB input. A small working group was proposed, comprising AK, JB, MC and OG. A date is to be confirmed.</p> <p>Positives identified included:</p> <p>FAB becoming more established within the Club, with meetings taking place at agreed intervals</p> <p>Two Fans’ Forums organised by OxVox</p> <p>Open Day and Family Away Day receiving positive feedback</p> <p>Strong performance by matchday SLOs, with improvements noted in the pre-match family experience</p> <p>Areas for improvement included:</p> <p>Supporter surveys not being issued within meaningful timeframes, reducing their value and limiting capacity to respond to in-season feedback. It was suggested that surveys be scheduled for specific months rather than quarters. E.g. June and December.</p> <p>Quarterly Board updates were not being delivered as planned. Updates were provided on 7/8 (TW) and 6/12 (GW), with none since. Given the geographical distance of the Board, these updates were emphasised as particularly important. AB agreed to follow this up internally</p> <p>GB asked for better communication over changes to matchday strategy e.g. decision not to hold dedicated Her Game Too match</p>	<p>AK/JB</p>

6	Working Group reports	
	<p>Disabled Supporters Working Group</p> <p>JB arranged for Liam Bird (Level Playing Field) to attend online meeting to advise on setting up a DSA for our supporters. A small group is taking this forward, a drop in was arranged for the Watford match and a survey shared to gauge interest and understand concerns/priorities. The team are reviewing this feedback and will work with LPF to set up an appropriate structure which can work with the Club. The DSA is keen to participate in the next stage of discussions around accessibility at the new stadium</p> <p>Ticketing Working Group</p> <p>No further feedback was received following the meeting with Lee in March.</p> <p>Stadium Working Group</p> <p>JB arranging to meet with the new COO Aimee.</p> <p>Several fans wish to contribute to discussion around matchday.</p> <p>AB noted work continues during the Judicial Review period on the stadium project and that any relevant updates would be shared with FAB and the wider fanbase in due course.</p>	
7	Application, Interview and Election Policy 2026	
	<p>The policy document was circulated in advance and the process was approved, with one amendment to include the following paragraph from the previous policy:</p> <p><i>Candidates should not be employees of Oxford United Football Club. Candidates carrying out volunteer roles may also be ineligible subject to the nature of the volunteering. The decision of the application and interview panel on eligibility is final</i></p> <p>Interviews are scheduled for 9th June. JB and AK will meet to agree application questions and the accompanying Club communication. FAB representatives were encouraged to promote the process widely.</p>	JB
8	AOB	
	No further items were raised.	
9	Date of Next Meeting	
	The date of the next meeting will be agreed online.	MOD