

OXFORD UNITED

FAN ADVISORY BOARD MEETING

21st September 2026

Oxford United Training Centre Pavilion

Present:

Janine Bailey (**JB**), Chair, FAB Individual Representative
 Mark Carpenter (**MC**), Vice-chair, OxVox Representative
 Sean Cane (**SC**), Secretary, FAB Individual Representative
 Georgia Hill (**GH**), FAB Individual Representative
 Grace Bailey (**GB**), FAB Individual Representative
 John Kirkland (**JK**), FAB Individual Representative
 Ben Heath (**BH**), OxVox Representative
 Matthew O'Donoghue (**MOD**), OxVox Representative
 Paul Scaysbrook (**PS**), FAB Individual Representative

Club Representatives:

Adam Benson (**AB**), Chief Commercial and Marketing Officer
 Ryan Maher (**RM**), Head of Media and PR

1	Apologies for Absence	Action
	Aaron Kightley (AK), Supporter Liaison Officer	
2	Matters arising from Minutes of 23 rd July	
	<u>Item 4.</u> - AB set up a meeting between Dusan Bogdanovic (DB), JB, MO'D and P Peros - The fans Forum has taken place - No further information regarding the Registration Embargo had been released. AB confirmed the Club has already stated its commitment to resolving the issue <u>Item 5.</u> - FAB participated in Fan Engagement Plan review for last season and in drafting this season's plan <u>Item 6</u> - JB/MOD will follow up on supporter participation in SAG with Aimee McKenzie (AMc) - Fan Advisory Board Officers are confirmed as: Janine Bailey Chair Mark Carpenter Vice Chair Sean Cane Secretary From minutes of 28th April <u>Item 2</u> Sensory Room refurbishment has been completed. JB visited it last week and was really impressed with the refurbishment. Noted the hard work AK had put into the project and the support from BAXI which made it possible. Organisation Charts not yet shared. Action AB	JB/MOD AB

3	Communications	
3.1	<u>Campus Collection (NFL shirt)</u> AB provided the following update: Retail range had been in the planning for c.18 months. Use of United 93 was a reference to Oxford United and the year the Club was founded, 1893. Launch was planned to tie in with the start of the NFL season on 9 September. Due to other content and communications priorities, the campaign was tentatively pushed back by two days. A connection with the date of 9/11 was subsequently noted. The teaser email should have been pulled. The release was rescheduled for the following week. There was never any intent to associate this campaign or item with 9/11. The Club issued an apology for any offence caused. The issue was exacerbated by misreporting in Oxford Mail with their headline and article uploaded to the Press Association and then picked up by national and international media. The Oxford Mail has subsequently apologised to the Club and has appended an apology to the article online. FAB asked how this could have been avoided and what additional checks would be put in place? AB is undergoing a review with the team to identify ways to improve processes. FAB reported feedback from fans generally varied between age group with many of the older generation saying it was embarrassing while the younger fans did not know the relevance of the date or the flight number. The key thing is to learn from this and ensure processes are improved going forward.	
3.2	<u>Oxford Mail</u> Following discussion with FAB representatives, JB has turned down a request from the Oxford Mail for FAB to provide fortnightly columns. RM has had conversations with the Oxford Mail both over the reporting of the NFL Shirt launch and over some of its reporting on players.	
3.3	<u>Media Communications</u> RM shared a presentation on the Communications Department (circulated to all FAB representatives). Key points: Aim - Inspire supporters, staff, players to dream - deepen supporter connection, elevate Club brand, grow audiences Social Media - focus on supporter specific content on matchday with fan videos and photos - Instagram is Club's primary platform - OUTV and YouTube main long-term "storytelling" platforms - Facebook has most Oxfordshire-based followers - X is not growing A lot of content is delivered by a relatively small team which is encouraged to push themselves and try new things Club Communications go through a checking and approval process - Player transfers have to be confirmed by Head of Football and Club Secretary at both clubs and release times agreed. - Football dept comms signed off by Ed and Aaron - Items like stadium/board updates signed off by Chairman - Some comms have to be aligned with external organisations, e.g. Council over stadium updates.	

3.4	This can take time and sometimes other organisations e.g. BBC can report something ahead of a Club announcement. MC and BH left the meeting <u>Discussion around Comms</u> Many fans feel comms over last 6 months has been insufficient, especially in this period of change and of embargo. Chairman proposed communication plan was seen by some as a bare minimum, in no small part due to the current CEO vacancy leaving a gap. Noted that at most clubs the Chairman does not issue regular communications, and that the framework is a commitment that a new CEO may build on over time. FAB felt that the CEO communication gap needs addressing. AB is currently seeking dates from DB to attend next full FAB meeting	AB
4	Fan Engagement Plan (FEP)	
	AK circulated the following ahead of the meeting: Fans Forum was held at the Stadium on Tuesday 15th September. Plans for the following events have been earmarked but dates not 100% confirmed, - Open Day Easter Half Term - Signing Session Before Christmas - Christmas Extravaganza Last Home Fixture of The Year - Junior Member/Season Ticket Holder Christmas Party this side of Year <u>Shared Experiences:</u> AK hosted Gabriel at the Cambridge match - this was his first fixture after a long stint in hospital after extensive surgery. The family were taken into the Boardroom, Changing Rooms, Tunnel and Pitch side, AK has been approached by a mother of 8-year old Jacob, who was feeling down after suffering a collapsed lung and an arm injury. AK was advised that Jacob loved Mark Harris so arranged for a kit with Harris to be sent out to him and invited him to be a player mascot and walk out with Sparky. There has been no feedback on the end of season surveys. AB/RM will look into whether a “you said ... we did” could be issued to show that feedback has been acted upon where relevant. FEP commits Club to engaging with FAB on strategic vision. See item 5 below.	AB/RM
5	IFR Licensing and requirements	
	JB had previously circulated guidance on fan engagement elements of IFR (Independent Football Regulator) licensing conditions and written to DB. FAB needs have input into the strategic plan. This will be on agenda of our meeting next month with DB Provisional licence to be applied for by end of February 2027	
6	Outline quarterly FAB meeting plan 2026-27	
	October Strategic January Operational/Ticketing,	

	March/ April Finance June/ July end of season review (subject to change)	
7	Matchday Feedback	Action
7.1	The changes in Board and the CEO vacancy are not negatively affecting the operational and matchday activity of the Club.	AB
7.2	JB shared points sent in by AK. In summary:	
	Weekly matchday feedback is reviewed by staff and actions taken when required	
	- OX2 Bus Service dropped to one bus. After consultation with colleagues and the Oxford Bus Company 2 buses ran for the Cambridge Match and was well received. This will be reviewed for future fixtures. - FAB now have a regular place in Olly's Den with a branded Standee. Provides another route for fans to feedback. AB will look into getting additional signage to place outside the exhibition bar.	
7.3	- The <u>sensory room</u> has now been refurbished and a story has been posted on the site and socials. The room now has a much more welcoming feeling with new items fitted the staff have also been supplied with matching uniforms. JB reiterated thanks to AK for his hard work on this.	
7.4	- New <u>parking management</u> had caused confusion in blue badge parking. Traffic marshalls do not seem to know what they are doing – better communication needed. Pre-empting problems by communicating through disabled supporters group could alleviate this.	AB
7.5	- Pre-match music was discussed: There are always a range of views. Players are involved in some of the music selections. Suggested that there could be a much wider variety of music choices for a 10-minute fan takeover between end of warm-up and players coming out. AB to look into this	
8	AOB	
	JB and MOD are meeting Aimee McKenzie (Chief Operating Officer) this week.	
9	Date of Next Meeting	
	Meeting Ended at 9:05 AB will share DB availability and next meeting date will be confirmed.	AB