



CHARLTON ATHLETIC

FAN ENGAGEMENT PLAN

2026/27



FAN ENGAGEMENT PLAN 2026/27

COMPLIANCE WITH REGULATION 129

OPENING STATEMENT

At Charlton Athletic Football Club, we pride ourselves on our aim of being the most cohesive and sustainable, community driven club in the UK competing at an elite level and are very passionate about our Fan Engagement framework.

To support our mission statement, we believe that our fans are the core of Charlton and we strive to make sure that every supporter feels listened to, has a voice and is ultimately involved in the way that Charlton is moulded season by season.

The Fan Engagement Framework that has been in place for the last couple of seasons continues to be implemented for the upcoming 2026/27 season.

Throughout our last season (2025/26) our focus was to implement the actions that were put in place in last year's Fan Engagement Plan and our plan is to continue to improve and evolve in all aspects. By continuing to hold regular meetings, forums and collaborative initiatives, our fans will have meaningful opportunities to play a direct role in our growth and success as a club, both on and off the pitch.

This framework is central to our strategy, not only in strengthening our connection with existing fans but also in expanding and diversifying our supporter base through innovative community development efforts.

This Fan Engagement plan is split into four sections:

- Strategic approach to Fan Engagement (Compliance and Regulation 129)
- Summary of the Club's 2025/26 delivery
- Ambition and plan for Fan Engagement in 2026/27
- Appendices



1. STRATEGIC APPROACH TO FAN ENGAGEMENT

COMPLIANCE WITH REGULATION 129

Charlton Athletic has been and continues to fully comply with EFL Regulation 129 and its requirements regarding Supporter Engagement. The Fan Engagement team is led by James Bell and supported by Ellis Hendry and Hannah Jacobs who also serves as the club's Supporter Liaison Officer (SLO).

These requirements have played a crucial role in shaping our fan engagement strategy, which involved consultation with the Football Supporters' Association, Charlton Athletic Supporters' Trust and Charlton Athletic Community Trust.

We as a club believe in good consultation as this leads to greater fan advocacy, better implementation, enhanced de-risking and more enduring decisions with our consultations guided by the key principles of timeliness, transparency and being targeted with who we speak to.

In line with the Football Governance Act, Charlton Athletic will as a minimum consult fans on the following topics:

- The club's strategic direction
- The club's strategic priorities
- Heritage items
- Matchday issues, including ticket pricing
- The club's approach to fan engagement

In line with Charlton Athletic's proud heritage as a community club, we will, also consult on more than the minimum, required topics and to consult wider stakeholders via the Community Trust and Ex-Players' Association who together with a chosen hospitality representative have places on our Advisory Board.



STRUCTURED ENGAGEMENT

The formal & structured elements of the club's fan engagement framework are illustrated below.

FAN ENGAGEMENT FRAMEWORK

SUPPORTER LIAISON OFFICER

Supporters can continue to liaise with the club on day-to-day matters through Charlton's Supporters Liaison Officer.

FAN ADVOCATES

Based on the previous Fan Adviser role, the Fan Advocates will facilitate independent insight into the thinking of Charlton's existing fanbase, across support groups, which will aid cubs' operational decision-making.

BI-ANNUAL MEET THE DIRECTORS FAN MEETINGS

The club's bi-annual Meet The Directors Fan Meetings fan meetings which are used as an open opportunity to hear from the Charlton Board about the strategic direction of the club, giving supporters the opportunity to put questions live to the Board.

BI-ANNUAL SUPPORTER FORUM

Based on the historic Fans' Forum, the Supporter Forum allows all fan groups to send a representative to a bi-annual meeting with the club's operational executive and business management staff at The Valley.

TASK AND COMPLETE GROUPS

Working groups that include club and supporter representatives will be set up, allowing supporters to play an active role in improvements being made at the club.

FANS

ADVISORY BOARD

Strategic advice
CACT x2,
CAST x2,
Elected reps x2
Ex-Player Position Fan
Hospitality Rep – TBC

STAKEHOLDERS

**CHARLTON
BOARD**

CLUB

SUPPORTER LIAISON OFFICER & FAN ADVOCATES

Supporters can liaise with the club on day-to-day matters through Charlton's Supporter Liaison Officer Hannah Jacobs by emailing fans@cafc.co.uk. The SLO position at Charlton is a full-time employee of the club. The SLO triages fans' issues and either answers them directly or directs the enquiry to an appropriate colleague for response. The SLO role is augmented by the voluntary Fan Advocate roles to proactively represent the fans point of view on day-to-day operational matters. The two Fan Advocates are voluntary positions appointed by the club. They chair the Supporters' Forum and aim to provide insight to help enhance the fan experience by working with club-affiliated supporter groups and across social media. In collaboration with the Supporter Liaison Officer, they also help facilitate communication between the club and supporters. The club's Fan Advocates and the club SLO and Fan Engagement Team regularly meet and stay in contact. The Fan Advocates are additionally accessible via fanadvocates@cafc.co.uk.

BI-ANNUAL MEET THE DIRECTORS FAN MEETINGS

The club's bi-annual Meet The Directors Fan Meetings began in 2024, held live on Charlton TV and via the clubs YouTube channel. These meetings have been received positively by supporters as an open opportunity to hear from the Charlton Board about the strategic direction of the club, giving supporters the opportunity to put questions live to the Board.

The latest meeting took place on the January 21st, 2026.

Next seasons meetings are due to take place in August 2026 and January 2027.

BI-ANNUAL SUPPORTER FORUM

The Supporter Forum allows all fan groups to send a representative to a bi-annual meeting with the club's operational executive and business management staff at The Valley. These meetings are organised and chaired by the Fan Advocates, giving fans the opportunity to feedback on operational opportunities for improvement and development. Fans are encouraged to submit questions/raise issues via supporter group reps. Full minutes of the meeting are published on both the club and Charlton Athletic Supporters' Trust websites.

The club sees the value of the Supporters' Forum in terms of open discussion and ensuring the operational decisions and actions taken by the club are supporter driven.

The club now has a clear process to recognise official supporter groups and provides access to benefits and the club will take steps to ensure those groups are represented at the Supporters' Forum.

To date the agenda has always been fan-led. For 2026/27 the club as well as fans will add discussion items to the agenda. E.g. 'The catering 2026/27' or 'Travel to The Valley'. This has the benefit of avoiding the stakeholder advisory board getting ensnared in too much matchday experience granularity. NB it remains important to ensure that the fans' agenda items are given priority.

In 2026/27 the Supporters' Forum agenda will be published by the club in advance to enable fans with an idea on an item to contact their representative group with those ideas or input in advance of the meeting.



Full minutes of Supporters' Forums are published within a timely manner.

The club will agree the frequency of the meeting with the Supporters' Forum. However, the number of meetings will never go below the required frequency of two per year.

The next meetings are scheduled for:

October 2026

April 2027

TASK AND COMPLETE GROUPS

Working groups that include club and supporter representatives are currently in operation, allowing a diverse group of supporters to play an active role in improvements being made at the club. New projects are determined between the club's Board and the Advisory Board and the groups will be provided with clear objectives and terms of reference. In this past season we were successful in running the first of these groups. A main point that was brought up in the forums was the development of supporters groups. So, the Advisory Board took on this feedback and set up a Task and Complete group for this. This was extremely successful and was led by the Advisory Board, Club and Fan Engagement Team with the help of supporters. We listened to their wants and made sure we provided. On July 1st we successfully relaunched our Official Supporters Groups and received some extremely positive feedback. Based on the outcome, we will continue to implement and develop this for next season.

HERITAGE ITEMS

Here at Charlton Athletic Football Club, we comply with Regulation 129 in the sense of agreeing that the following list are our Heritage Items. In the case of the club proposing any change, our supporters will be informed and consulted before any final decisions occur. These items include our name Charlton Athletic, the official club crest featuring the sword, the traditional red, white and black colour scheme, our home stadium The Valley, our nickname for our supporters 'Addicks' and our player walkout song 'The Red Red Robin' by Billy Cotton. As well as the name of our stands; The north stand known as The Covered End, The east stand known as The Alan Curbishley Stand and The south stand known as The Jimmy Seed Stand. These heritage items are recognised as symbols of the club's identity, and they embody our club's deep connection with our supporters.

ADVISORY BOARD

The Charlton Advisory Board is not a Fan Advisory Board (FAB), but a stakeholder advisory board. In consultation with the independent Charlton Athletic Supporters' Trust (CAST), the Charlton Athletic Community Trust (CACT) and the Charlton Ex-Players Association, it was felt that a more wide-ranging advisory board would better suit Charlton's community heritage and ambition.

The Charlton Advisory Board (CAB) exists to advise and counsel the club's Board, using current and historical contextual knowledge, critical thinking and analysis. To advise, rather than endorse or oppose, the Advisory Board is independent of the club. It has the key role of protecting the proud heritage of the football club, shaping its fan engagement and by using advanced tried and tested community development strategies will strive to achieve the ambition of widening and diversifying the fanbase.



The Board widens participation into club matters and makes sure that a diverse range of views and ideas inform the future direction of the club – including its fan engagement and community development strategies. The Charlton Advisory Board is at the heart of supporting the club in achieving its vision of becoming the most cohesive and sustainable community-driven club in the UK, competing at an elite level, exemplifying a deeply rooted collective principle that is embedded across the men's and women's first teams, the academy, the Supporters' Trust (CAST) and the Community Trust (CACT).

One of the roles of the Advisory Board is to strengthen the relationship between the club and its fans and ensure the club provides a model of transparent and sustainable governance, whilst constantly striving to improve the matchday experience for all supporters.

The CAB sit quarterly, and is currently configured with eight board members (one seat is currently vacant):

- Two elected representatives of Charlton Athletic Supporters' Trust (CAST)
- Two elected democratically mandated independent fans
- Two representatives of Charlton Athletic Community Trust (CACT)
- One representative of the Charlton Ex-Players' Association
- One representative of the club's seasonal hospitality holders (to be appointed)

The Board has clearly defined terms of reference and operates under a strict code of ethics and confidentiality agreement, enabling appropriate sharing of information from the CAFC Board, with meetings focusing on:

- Strategic areas of the club including finance, sponsorship, operations, sales and marketing, communications and infrastructure
- Receiving recommendations from task and complete groups
- Club strategy on longer-term planning.

CAB meetings have been set up on a regular basis over the course of the calendar year to align with CAFC Board meetings. The CAB invites senior members of the club board and executive to attend meetings as appropriate and also meets independently. CAB provides advice and recommendations which are reported to the CAFC Board, which then provides feedback on whether or not the advice will be taken or acted upon.

The Advisory Board's Chair Marilyn Toft kindly gave us an update on how the past season has been for the Advisory Board and what their aims are for the 2026/27 season:

"The Charlton Athletic Stakeholder Advisory Board has now been established for over 18 months and is an integral part of the Club's Fan Engagement Framework, providing a formal mechanism through which supporters and stakeholders contribute to strategic discussions. The Board is part of the consultation fabric of the Club at a strategic level. A positive and constructive working relationship continues to develop between the Board's members, which include Charlton Athletic Community Trust (CACT) and Charlton Athletic Supporters' Trust representatives (CAST), an Ex-Players' Association member and directly elected fans and the CAFC Board. Shortly, a representative from hospitality will be joining the Board.



The Club made a conscious decision to form a stakeholder advisory board, and not simply a fans' advisory board, to ensure diversity of thought and perspectives at a strategic level, beyond the remit of solely fan engagement. This approach better suits Charlton's community heritage and ambition and is at the heart of supporting the Club in achieving its vision of becoming the most cohesive and sustainable community-driven club in the UK.

The Charlton Athletic Stakeholder Advisory Board provides independent advice and counsels the Club's Board on strategic matters, such as long-term planning, operations, communications, commercial activity and supporter engagement, using current and historical contextual knowledge, critical thinking and analysis. With clearly defined terms of reference and a strict code of ethics and confidentiality, regular meetings have focused on understanding the many strategic challenges faced by the Club, as well as the opportunities as we strive for growth and progression. Recent discussion areas have included supporter group packages, season ticket pricing and zoning for 2026/27 season, away ticketing, development of membership schemes and front of shirt sponsorship. It has also supported the development of Task and Complete Groups, enabling more detailed consultation on specific projects.

The Advisory Board has established a structured governance process that broadens stakeholder participation and ensures supporter perspectives are considered as part of the Club's strategic planning. As the Club continues to develop, the Board will remain central to delivering the Fan Engagement Plan, strengthening dialogue with supporters and supporting meaningful, informed engagement across the Club."

SUPPORTERS' TRUST LIAISON

The club liaises with the independent Charlton Athletic Supporters' Trust (CAST) on both strategic and operational matters. CAST and the club hold a constructive relationship under the current club ownership. The club's senior management proactively seeks the advice of the CAST board on fan matters such as marketing, pricing and promotion while CAST proactively approaches the club on matters of concern or importance to fans. CAST meets regularly with senior members of the club and reports on these meetings to its members and the wider fanbase.

This relationship enables the club and the Supporter's Trust to give fast and considered advice on issues ranging from communication to logistics. This partnership was especially valuable in learning lessons during high profile and well-attended matches at The Valley, including liaison with the Metropolitan Police and other authorities. With the club's backing, CAST led a response to the local authority, Royal Borough of Greenwich, on their draft Local Development Plan.

The club benefits from an annual supporters' survey conducted by CAST, which provides insights into how it is perceived to be performing on day-to-day matters important to fans, such as ease of access and the resolution of supporters' issues. It also monitors the club's perceived performance against the fan-composed [Addicks Charter](#).

2. SUMMARY OF THE BASELINE ESTABLISHED IN 2025/26 SEASON

For the 2025/26 season we continued to follow the Fan Engagement Strategy that was established during 2024/25 and for our upcoming season we still aim to stick to this structure as we believe it has been positively received from all involved – supporters, staff, members of the advisory board and directors.

The annual survey that is run by CAST (Charlton Athletic Supporters Trust) was completed by 1209 fans this year and again we can say that fans continue to feel more positive about our Fan Engagement structure. This is supported by the data that was found in this year's survey results.

Last year's survey was the first time questions about fan engagement were incorporated and comparing results from last year, there is a significant increase of positive progress in terms of fan engagement, indicating that our Fan Engagement Plan was well received.

In the 2025/26 season, the club held another two 'Meet the Directors' events where over 10,000 fans tuned in online over the two. Quoted from the survey it was said that there has been *"a good progress in terms of openness and transparency from club directors and senior management, and some improvement in responsiveness to fan issues from the club."*

This is supported by the survey results as when they were asked:

- Current owners are more committed to fan engagement than previous?

84% agree, **5%** disagree and **11%** don't know.

- Are Directors and senior managers, open and transparent with fans?

65% agree, **8%** disagree and **27%** don't know

This is a significant improvement year on year – from **44%** agree, **21%** disagree and **36%** don't know last year.

We are also aware that there is still a lot for us as a club to improve on. One point that was raised by supporters last season was fans not knowing who to contact at the club, dependent on enquiry. After conducting the survey, fans are still feeling there is no change from last season as *"38% agreed that they knew who to contact at the club if they had an issue but 38% disagreed. This represents no change from last year so there is work still to be done on this."*

After seeing these results, we have made sure to go out with a story on our website, prior to the start of the season, with all our departments followed by their contact details. This has been done in hopes that fans feel they have the knowledge prior to the start of the season.

<https://www.cafc.co.uk/news/fan-engagement-improvements-ahead-202627-season>

When fans were asked if the club responds quickly to fan issues, we received the response:



"45% agree, 20% disagree and 36% don't know." This was another major improvement from last year, with those agreeing rising from **32% to 45%**. This shows the improvement we have made as a club, and we continue to strive to make sure that all fans feel heard. Our aim is for those numbers to approve once again for the 2026/27 season as we note that there is still room to improve.

They were also asked if the club's fan engagement strategy is "all just lip service" and the response received was:

19% agreed, **59%** disagreed. **22%** said they didn't know whereas last year **28%** agreed, **47%** disagreed and **28%** didn't know. So again, we can see that as a club we are improving and throughout 2026/27 will make sure to continue with the improved communication and deliver on our plan with the aim that these numbers improve again next year.

When they were then asked if they believe that Charlton's fan engagement is the best in the EFL:

45% agreed, **10%** disagreed and **45%** didn't know.

This response demonstrates that, while many are unsure perhaps due to the lack of knowledge of what the fan engagement delivery is for other clubs across the EFL, there is positive feelings towards our fan engagement with nearly half the respondents believing we have the best fan engagement in the EFL where there are 71 other clubs.

Chair of CAST, Heather McKinlay gave us another update, a year on, to let us know how she and CAST believe ongoing supporter engagement is progressing:

"2025/26 was a year of significant change and growth for Charlton Athletic following promotion back to the Championship. It is pleasing that the club has demonstrably committed to fan engagement at such a time of many competing priorities, welcoming input both strategically and operationally from supporters. This year's CAST survey results show that fans appreciate the progress made to date. Results also highlight where there is still room for improvement as we enter the coming season. We look forward to continuing this constructive relationship for the benefit of the club and the fanbase."

3. AMBITION AND PLAN FOR FAN ENGAGEMENT IN 2026/27

Having seen good progress in our fan engagement strategy throughout 2025/26, the club continues to build and improve in all aspects. Following promotion to the Championship last season, we learned a lot from the activations run by the club as well as seeing other Championship clubs were running their fan engagement. For the upcoming season our ambition and plan is to take all learnings from last and to continue to improve on areas that fans find important. The plan is outlined below.

	START	STOP	CONTINUE
Meet the Directors Forum			Meet The Directors Forums are working well.
Supporters' Forum	Encouraging upcoming/current Official Supporters Groups (OSG) representatives to attend the forums. Club able to add operational topics to the agenda. Publish agenda in advance to encourage ideas and input via OSGs.		Monitor and update attendance in the light of the Task & Complete group study to ensure breadth of input. Ensure minutes from Supporters Forum are published in a timely manner.
Task & Complete Groups			After the success of the re-launch of our supporters groups, we continue to look at establishing more Task and Complete Groups for the Advisory Board to lead on.

Advisory Board	Appoint hospitality representative to the Advisory Board. Communicate how the Advisory Board has shaped club decision-making.		Continue information sharing within a confidential environment in order to facilitate strategic advice.
Supporter Liaison team (SLO and voluntary)	Put names to outbound emails rather than departments e.g. Sam from the ticket office, not simply CAFC ticket office. Matchday drop ins will be available for fans to meet with the club's fan engagement team at men's home matches.		We have gone out on our website with all our different contact details dependent on department. Our aim is to make fans aware of who to contact dependent on scenario.
Engagement with CAST			Continue to heed cooperative advice and support for example around coherent comms and marketing. Continue to meet regularly with CAST board members on specific topics.

Monitoring

CAST annual survey as independent assessment of performance.

Continue monitoring issues that have been flagged before they escalate.

4. APPENDICES

APPENDIX 1:

Timeline of Fan Engagement Activity

(Sample timeline, dates may be subject to change)

MONTH	EVENT
August 2026	Meet the Directors Meeting (as detailed above)
August 2026	Charlton Advisory Board Meeting (as detailed above)
September 2026	Charlton Advisory Board Meeting (as detailed above)
October 2026	Charlton Advisory Board Meeting (as detailed above)
October 2026	Supporters Forum (as detailed above)
November 2026	Charlton Advisory Board Meeting (as detailed above)
December 2026	Charlton Advisory Board Meeting (as detailed above)
January 2027	Charlton Advisory Board Meeting (as detailed above)
January 2027	Meet the Directors Meeting (as detailed above)
February 2027	Charlton Advisory Board Meeting (as detailed above)
March 2027	Charlton Advisory Board Meeting (as detailed above)
April 2027	Supporters Forum (as detailed above)
April 2027	Charlton Advisory Board Meeting (as detailed above)

APPENDIX 2:

COMMITMENT TO UPDATE FANS

Charlton Athletic Football Club commits to provide regular updates to supporters regarding its fan engagement activity. We want our fans to feel involved in the process, and we therefore commit to listening to feedback and views on any aspect of this plan and to report back on any action taken in response.

Should there be any changes or updates to the Club's Fan Engagement Plan (FEP) we will communicate these clearly and promptly to fans, explaining the reasons behind the changes and how they align with the Club's objectives. As previously outlined, transparency and accountability are key, so the Club is open to feedback and engagement from fans on the FEP and its progress.

The Club's Senior Leadership Team will provide regular updates on the performance of the FEP, including any successes or challenges faced, and how these are being addressed.

We welcome any feedback across a range of our established engagement areas such as our supporter forums or surveys. To read about the Club's ongoing Supporter Engagement activity please visit our official website www.cafc.co.uk for more.

