



CHARLTON ATHLETIC

FAN ENGAGEMENT PLAN

— 2025/26 —



FAN ENGAGEMENT PLAN 2025/26

COMPLIANCE WITH REGULATION 128

OPENING STATEMENT

As a football club, we are proud to present our fan engagement framework. Our collective aim is for Charlton to become the most cohesive and sustainable community-driven club in the UK competing at an elite level.

A football club is nothing without its fans and our fan engagement framework is carefully designed to be a best-in-class way to ensure that every supporter can have the opportunity to be heard, to be involved and to help us make the right decisions.

Throughout the 2024/25 season, the club has been implementing and evolving the Fan Engagement Framework introduced last year. Through regular meetings, forums, and collaborative initiatives, we've created meaningful opportunities for supporters to play a direct role in our ongoing growth and success.

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 4 sections:

1. Strategic approach to fan engagement (Compliance with Regulation 128)
2. Summary of the baseline established in 24/25 season
3. Ambition and plan for fan engagement in 25/26
4. Appendices



1. STRATEGIC APPROACH TO FAN ENGAGEMENT

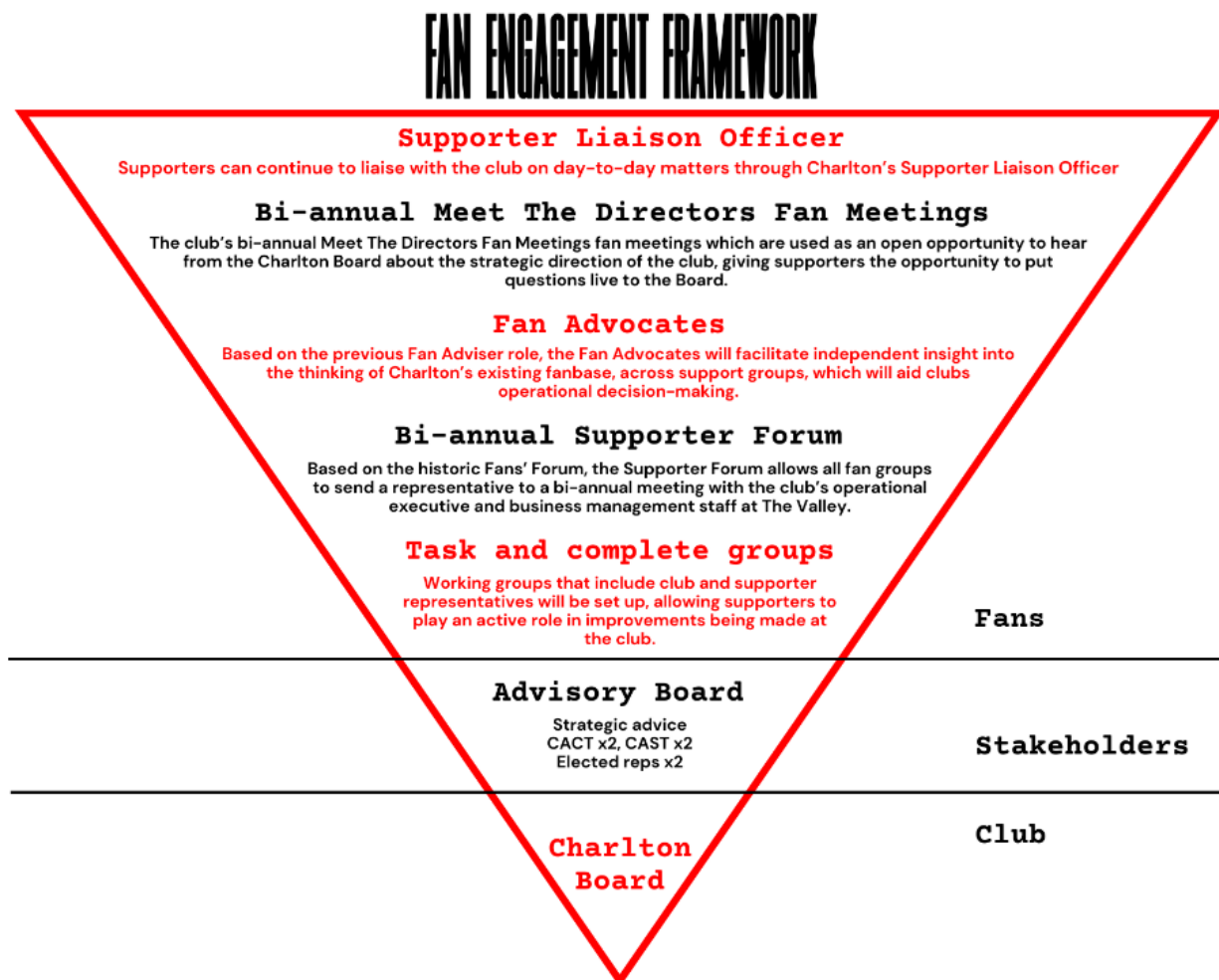
COMPLIANCE WITH REGULATION 128

Charlton Athletic has been and continues to fully comply with EFL Regulation 128 and its requirements regarding Supporter Engagement.

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.

STRUCTURED ENGAGEMENT

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



SUPPORTER LIAISON OFFICER & FAN ADVOCATES

Supporters can liaise with the club on day-to-day matters through Charlton's Supporter Liaison Officer Isabelle Rogerson 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 direct or directs the enquiry to appropriate colleague for response. The SLO role is augmented by the voluntary Fan Advocate Role (formerly known as Fan Adviser) to proactively represent a 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 geographically located 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. Lucy Bishop and Lewis Catt currently serve as the club's Fan Advocates. 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. 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 23rd of January 2025.

The next meeting is due to take place on Thursday 14th August.

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. These meetings are organised and chaired by the Fan Advocate role, 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 next meetings are scheduled for:

Thursday, October 16th, 2025 – 6pm, The Valley

Thursday, April 16th, 2026 – 6pm, The Valley



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 will be determined between the club's Board and the Advisory Board. A current example of this is a Task and Complete Group that will meet and make recommendations to the Charlton Advisory Board and subsequently make recommendations to the CAFC Board. The current task is to establish agreed criteria, based on consultation, on the creation of new CAFC Supporters' Group. As well as this, the task aims to revise the criteria affiliating existing groups to the Club. This two way dialogue will enable mutual benefits to be identified so there is clarity about which groups are recognised by the Club and the nature of benefits that will be on offer if this status is achieved. This Task and Complete Group will also look at suggesting fans' events that could be held in the 25/26 season.

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 elected)



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.

The Charlton Advisory Board is in its early stages of formation, acting as a significant part of the clubs' Fan Engagement Framework.

CAB meetings have been set up on a regular basis over the course of the calendar year to align with CAFC Board meetings. CAB will form recommendations which will be reported to the CAFC Board.

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 pricing and promotion of season tickets and matchday tickets while CAST proactively approaches the club on matters of concern or importance to fans.

This relationship enables the club and the Supporter's Trust to give fast and considered advice on issues ranging from communication to logistics. As an example, this partnership was especially valuable during the period up to and including the Wembley Playoff that concluded the 24/25 season.

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 24/25 SEASON

The fan engagement strategy described above was established during the 24/25 season. The assessment of all concerned is that the structured elements are moving in the right direction. The annual survey conducted by CAST and completed by 1457 fans in 2025 showed that supporters were positive about the club's fan engagement:

'The club has recently launched a new Fan Engagement Plan and Charlton Athletic Advisory Board. Do you agree or disagree with the following statements?'

- Current club ownership is more committed to fan engagement than recent owners –

77% Agree, 7% Disagree, 16% Don't Know

- The directors and SMT are honest and transparent with the fanbase –

45% Agree, 20% Disagree, 35% Don't Know'

In 24/25, the club held two well attended 'Meet the Directors' meetings, that were viewed by an average of 6500 supporters. Supporters Forums have been held, and the club has responded to a number of matters off the back of issues raised in the forum. The first Task and Complete working group is currently in operation to form recommendations and establish criteria around the development of and creation of new CAFC Affiliated Supporters' Groups and to provide advice on fan events and festivals.

The Advisory Board is bedding in well. The Advisory Board's Chair Marilyn Toft gave an update on how this is progressing:

"The Charlton Advisory Board is in its early stages of development. However, a structure is now in place to reflect the club's fan engagement strategy, and a positive and constructive working relationship is developing between members, which include Charlton Athletic Community Trust (CACT) and Charlton Athletic Supporters' Trust representatives (CAST), an Ex-Players' Association member and directly elected fans.

Meetings have already taken place and have mainly focused on understanding the club's situation and the opportunities it faces. In addition, the Charlton Board has outlined the areas it would like to receive advice, including sustainability of the Club, stadium sponsorship, a longer-term increasing attendance strategy and a review of supporters' groups."



The annual survey conducted by CAST identified that there is room for improvement on day-to-day fan liaison matters as fans are insufficiently aware of how it can work for them.

- If I wish to raise an issue, I know who to contact at club – 38% A, 37% D, 26% DK
- The club responds quickly to issues raised by fans – 32% A, 24% D, 44% DK
- Charlton's fan engagement is among the best in EFL – 43% A, 12% D, 45% DK

CAST Chair Heather McKinlay gave an update on how ongoing supporter engagement is progressing:

"We are now establishing really solid foundations in supporter engagement at Charlton Athletic. We believe we have the right structures and people in place at the club and in voluntary roles to cover both strategic and ongoing operational matters.

Our survey and anecdotal fan experience show there is still work to be done in communicating this structure to the whole fanbase. We need clear signposting so that fans know who to contact and how to contact them in order to receive appropriate and timely answers, information and resolution.

CAST looks forward to playing an active role in shaping the club's fan engagement so that CAFC becomes recognised as a leading example in practice."



3. AMBITION AND PLAN FOR FAN ENGAGEMENT IN 25/26

Having established the framework in 24/25, the upcoming season's ambition is to be cognisant of and learn from best in class in the Championship. We will consolidate and 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	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	Supporters to contribute to the list of prioritised topic areas via CAST and elected members of Advisory Board.		Look to establish more Task and Complete Groups for future development.
Advisory Board	Elect for the vacant seat in order to ensure fans have the agreed majority on 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)	Constructively take advantage of CAST's insights & contacts from FSA networks to help Charlton Supporter Liaison to become one of the best in the league. Provide supporters with clarity of how & with whom to raise issues with the club. Provide supporters with clarity of how & to whom to escalate if their issues with the club are not resolved. Update the club website information for supporters on the overall fan engagement plan and contacts.	Overlap in supporter-facing roles in areas such as ticketing and hospitality.	
Engagement with CAST			Continue to heed cooperative advice and support around coherent comms and marketing.
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
July 2025	Meet the Directors Meeting (as detailed above)
July 2025	Charlton Advisory Board Meeting (as detailed above)
July 2025	Task and Complete Group Meeting (more meetings to be scheduled throughout the year based on recommendations from the Advisory Board/CAFC board)
August 2025	Charlton Advisory Board Meeting (as detailed above)
September 2025	Charlton Advisory Board Meeting (as detailed above)
October 2025	Supporters Forum (as detailed above)
October 2025	Charlton Advisory Board Meeting (as detailed above)
November 2025	Charlton Advisory Board Meeting (as detailed above)
December 2025	Charlton Advisory Board Meeting (as detailed above)
January 2026	Charlton Advisory Board Meeting (as detailed above)
January 2026	Meet the Directors Meeting (as detailed above)
February 2026	Charlton Advisory Board Meeting (as detailed above)
March 2026	Charlton Advisory Board Meeting (as detailed above)
April 2026	Supporters Forum (as detailed above)
April 2026	Charlton Advisory Board Meeting (as detailed above)
May 2026	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 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 fan forums or surveys. To read about the Club's ongoing Supporter Engagement activity please visit our official website www.cafc.co.uk for more.

