



SUPPORTER ENGAGEMENT PLAN

2024/25

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FOREWORD

Welcome to our Supporter Engagement Plan for the 2024/2025 campaign. This is our second season producing such a plan and for some time now, engagement and communication with our supporters is something we have at the forefront of our thinking. Every decision we make is taken with the aim of ensuring success for our football club, both on and off the pitch, for the enjoyment of our supporters.

Whilst we recognise that there will always be areas in which we can improve, we were pleased at the positive feedback last season's plan received. We hope that the forward schedule and supporter engagement information provided allows you to engage with the club as much as possible. We have made slight changes this year after consultation with both the Supporter Panel and Canaries Trust, but our commitments to supporter engagement set out last year remain.

Whilst our playing squad have been very active in and around our local community

for some time now, in recent years we made positive steps with our supporters being able to engage with our wider departments and individuals across the football club.

In the off-season we have had a positive response to both our fan forum event, held at The Forum in the city centre with the help of BBC Radio Norfolk, and open training session at Carrow Road. As we have done in previous seasons, we'll continue to help deliver events for our supporters through both the football club and its wider supporter groups.

Our supporter engagement guiding vision is 'no matter what, I love my club'. Johannes touched upon this at the July fan forum in that even if there are moments where results don't go our way, he wants supporters to be able to go home with positives and be proud of the team and their performance. Your continued support is key and means so much to the players and staff.



Finally, I want to take the time to thank the outgoing members of the Supporter Panel and welcome the new members onto the panel. Under the Chairmanship of Gordon Anderson, the panel has become an invaluable asset to the club as a supporter sounding board and it is truly embedded in our internal decision-making. The panel has been involved in many projects, many unseen, but the club's investment in and delivery of safe standing for this season demonstrates the panel working at its best. This project has been delivered after extensive consultation with the Panel, Canaries Trust and the wider fan base and is a commitment to the safety and enjoyment of our fans.

As I stated in last year's supporter engagement plan, clubs are nothing without supporters and the sustainable success of Norwich City is only possible with your continued support.

Thank you for all of your support over the 2023/2024 campaign and summer months. Enjoy the season ahead.



A handwritten signature in black ink, appearing to read 'Zoe Webber', written in a cursive style.

Zoe Webber
Executive Director

SUPPORTER ENGAGEMENT

2024/25

JULY

Forum at The Forum
Open training session

AUGUST

Supporter Panel

SEPTEMBER

Canaries Trust

OCTOBER

Junior Supporter Panel

NOVEMBER

Supporter Panel

DECEMBER

London Fan Forum
Canaries Trust

JANUARY

Global Canaries/international Q&A

FEBRUARY

Supporter Panel
Junior Supporter Panel

MARCH

UK regional event
Canaries Trust

APRIL

Junior Supporter Panel

MAY

Supporter Panel
Canaries Trust

Dates subject to change.

SUPPORTER ENGAGEMENT STRUCTURE

Zoe Webber

Executive Director

Nominated board-level
official responsible for
fan engagement



Elliot King

**Head of Supporter
Engagement**



Scott Kelly

**Customer Services
Manager & Disability
Liaison Officer**



Stephen Graham

**Disability
Champion**



Perry Hamilton

EDI Lead

If you have any specific supporter queries, these can be raised with our supporter relations team by emailing: supporterrelations@canaries.co.uk or via [@NorwichCityHelp](https://twitter.com/NorwichCityHelp) on X.



SUPPORTER ENGAGEMENT FRAMEWORK

Leadership and Culture

The importance of club leadership in setting strategy and a culture of fan engagement and collaboration.

Listening

Clubs listening to the views of their fans in a structured and timely manner.

Collaborate and Participate

Supporting collaboration and the introduction of a Fan Advisory Board to promote meaningful dialogue between clubs and fans.

Share

Decisions taken by clubs are transparent and clubs share information in a timely and accurate manner.

Learn and Improve

Supporting clubs to learn and to develop their approach to fan engagement.

LEADERSHIP AND CULTURE

Supporter engagement is at its most effective when it is considered in decision-making at all levels, including at the very top. That is why executive director Zoe Webber is our nominated board-level official responsible for managing club and supporter relations. Within this document, we have set out our supporter engagement framework for the coming season and our minimum levels of interaction – this includes board representation to ensure that fanbase voices are heard at the highest level.

While we will always listen to and consider feedback, given the wide-ranging views held by our diverse following, there will be occasions when the club will not be able to act on suggestions or thoughts for a number of reasons. In these instances, we are committed to being as open and transparent as possible to outline why certain decisions are being taken.



Commitments:

- The nominated board-level official will prepare and present a fan engagement report each season to the board outlining the activities undertaken, in addition to the key issues and concerns which have been raised by supporters during the season.
- The report will also be made public on the club's website within 28 days of its presentation and will be submitted to the league by no later than 30 June. The 2023/2024 report can be found [here](#).
- The nominated board-level official will attend supporter panel meetings.
- The club will remain compliant across all elements of the relevant league rules relating to fan engagement, including [EFL Regulation 128](#).
- Dedicated club communication channels will be published for all supporter-related queries and there will be a commitment to respond to these messages in a timely manner (see the [supporter charter](#) and our club directory on [page 15](#))

"A policy of openness and transparency means that we want our supporters to have an understanding of the big decisions at Norwich City and we will always provide updates across our official channels where appropriate"

Zoe Webber, Executive Director



LISTENING

We are devoted to a robust consultative process with our supporters. The club currently hosts at least two public forums each year, as well as online question and answer sessions with key personnel. Regular focus group meetings covering topics such as ticketing, matchday experience and atmosphere are held with supporters, while consultations with representatives of officially-recognised Norwich City fan groups are maintained throughout the season. We will keep you updated on the numerous ways you can engage with us.

We know how much you love and cherish our club heritage assets. These include our club's name, colours, stadium location, and crest. We are committed to safeguarding and promoting these assets for you and future generations. We will always consult with our fans on any changes or developments that affect these named heritage assets.

Surveys are an important way in which the Club can receive valuable supporter feedback and identify what is going well and where we need to improve. We look to undertake several different survey types throughout the season, including our new post-match

surveys which we introduced during the 2023/2024 season for the first time.

Our post-match surveys were incredibly successful, with over 10,000 supporters filling these in throughout the season, at an average of 386 supporters per matchday. Across the season, we benchmarked our performance using a 'Net Promotor Score' which gave us an average overall satisfaction score of 31. This headline figure, as well as other scores achieved during the season, will allow us to understand where we can make improvements to our matchday experience, and our goal is for these scores to improve during 2024/2025.

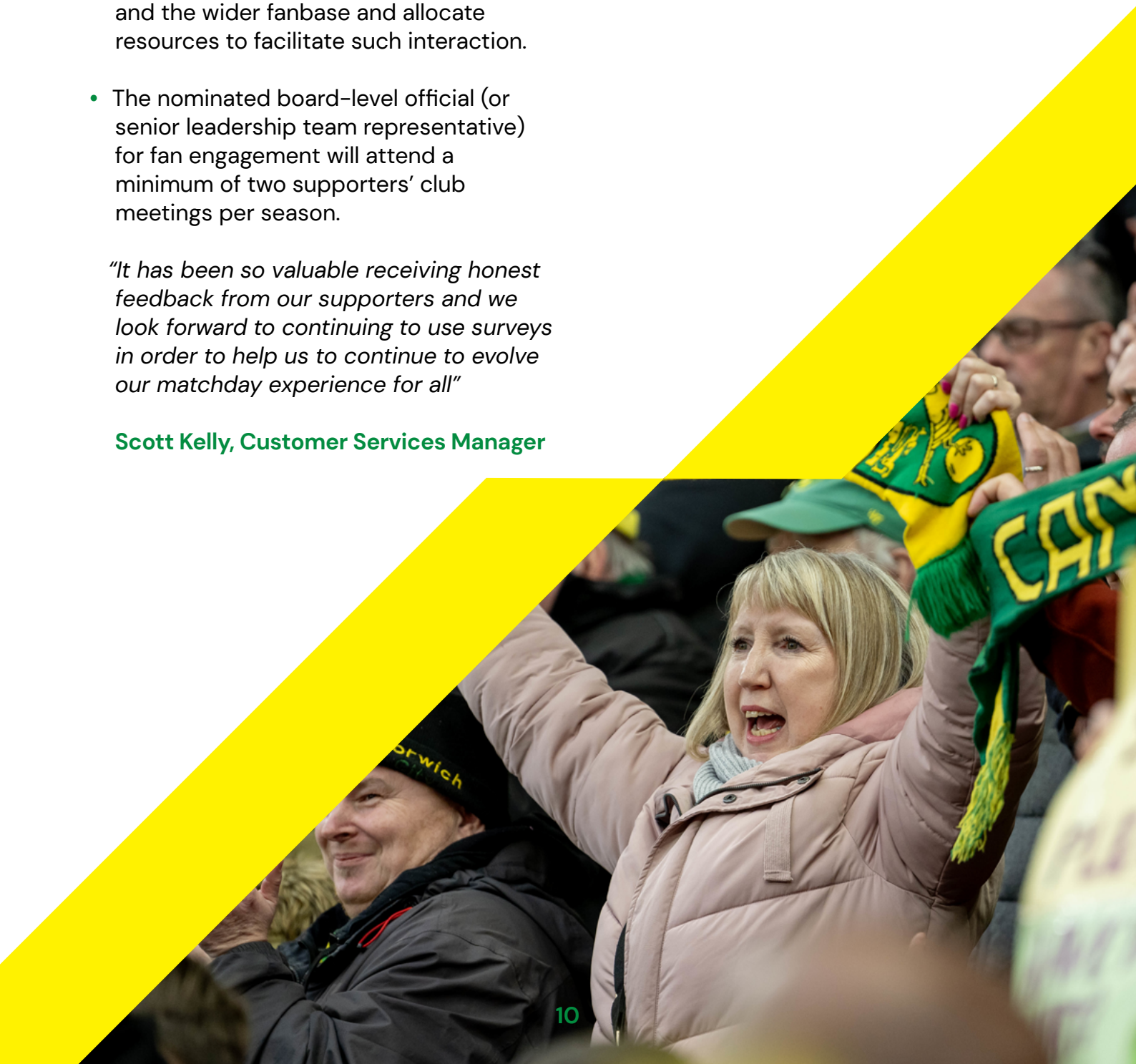
A few examples of changes that were implemented during 2023/2024 from survey feedback include: stadium kiosks trialling black coffee and gluten free options, increased external entertainment before matches, the return of Samba de Janeiro as our goal music and the usage of different music in the build up to kick-off. Our aim is to continue to improve and evolve the matchday experience based on the feedback and we encourage you to keep giving us your valuable feedback.

Commitments

- We will consult with fans in a timely manner prior to any significant amendment of the club's named heritage assets and comply with all elements of FA rules of association relating to heritage assets. Structured dialogue meetings will be held with the Supporter Panel and Canaries Trust in respect of any proposed changes.
- We are to continue engaging with supporters' clubs, representative groups and the wider fanbase and allocate resources to facilitate such interaction.
- The nominated board-level official (or senior leadership team representative) for fan engagement will attend a minimum of two supporters' club meetings per season.

"It has been so valuable receiving honest feedback from our supporters and we look forward to continuing to use surveys in order to help us to continue to evolve our matchday experience for all"

Scott Kelly, Customer Services Manager



COLLABORATE AND PARTICIPATE

We want to work with you to achieve the best outcomes for the club. That is why we have a number of platforms where you can talk to us and where we can hear from you in a structured way.

These engagement platforms include:

1. **Supporter Panel:** The panel is a sounding board for the club's initiatives to gain genuine supporter feedback on a range of non-football related issues. It has 12 members who serve for a period of two seasons on a rotational basis. The panel is made up of both elected fans, as well as representatives from supporter groups.

The club meets with the supporter panel quarterly and all minutes are published on the club's website within 14 days. The supporter panel terms of reference can be found [here](#).

2. **Canaries Trust:** The [Canaries Trust](#) is the club's official supporters' trust and meets with the club quarterly as per the agreed [memorandum of understanding](#). The club has recently held a range of meetings with the trust to provide input on their internal strategic review. The club looks forward

to continuing to work with the trust and to the launching of its new strategy.

3. **Fan forums/Q&A sessions:** These are regular events where you can ask senior club officials the questions that matter most to you. Details of these events will be posted on club channels.
4. **Fan working groups:** These small networks of fans work with the club and supporter panel on specific topics or projects. These can include but are not limited to: atmosphere, ticketing, safety and matchday experience.
5. **Supporter group meetings:** We will continue to meet with fan groups and enable new ones to grow. Recent new groups include Norwich City Women's Supporters Club, Greek Canaries and Canaries Singapore. A full list of affiliated supporter groups can be found [here](#).

Commitments

- The nominated board-level official (or senior leadership team representative) will attend a minimum of two fan working group meetings per season.

"The Canaries Trust is fully supportive of the Club's new Fan Engagement Plan. The formalisation of a structure of meaningful engagement with fans and fan groups represents a positive commitment to move forward together, and we would like to recognise Norwich City's pioneering work in producing such a plan last season before the requirement to do so came into effect.

While it's imperative that we should have the right to challenge and seek clarity from the Club on important issues, through the mechanisms outlined in the FEP, we fully commit to being on a journey together with the Club, and therefore we should always seek to align on various aspects of activity and progress.

Supporters should always be at the heart of decisions affecting their Club and we believe that by working together in a structured manner, with openness and honesty, this will be the case at Norwich City"

Robin Sainty, Canaries Trust



SHARE

In order to embed an effective two-way dialogue between the club and our fanbase, it is important that we are transparent regarding decisions taken and the rationale for specific viewpoints. We will endeavour to share information, subject to commercial and legal sensitivities, in a timely and accurate manner. We are all for a better, fairer game and the club is working towards greater clarity and the sharing of insight.

Commitments:

- The club pledges to be transparent with its supporter engagement initiatives and endeavours where appropriate and to share any relevant meeting minutes on the club website in a timely and accurate manner.
- The club's executive director will communicate to the fanbase at least twice per season in open fan forums (including the opportunity for

supporters to attend open question and answer sessions). Details of these events will be published on club channels.

- The club will include a fan engagement statement within its annual report.
- A supporter engagement plan will be published before the start of each season and any updates during the course of the season will be communicated to the league within 5 business days

"Transparency is key for me. I have always said that no topic is off the table. While we may not be able to answer everything, we will always be open and transparent for the reason. The Supporter Engagement Plan enshrines this, and I hope the forward nature of the document enables supporters to engage with the club as closely as possible"

Elliot King, Head of Supporter Engagement



LEARN AND IMPROVE

Our infinite purpose is to make our club and community better today than it was yesterday. This applies to how we interact with our fanbase and we are always looking for ways to learn and improve.

We want to ensure that our supporter engagement team is well equipped to deal with all fan queries. That is why we work with the league and various supporter liaison officer networks to obtain the relevant information and training.

Commitments:

- To provide support and resources to fan clubs, representative groups and the wider supporter base.
- The nominated board-level official and supporter liaison officer will attend the relevant training opportunities provided by the league.
- The supporter panel chair will complete an assessment of the effectiveness of the panel with the executive director each season. This will be published in the fan engagement statement of the club's annual report.
- Club staff will attend relevant league working groups in order to share best practice and collaborate with peers.
- We will collaborate with fan-focused organisations (e.g. Football Supporters Association, Kick It Out and Level Playing Field) to address fan-facing issues where appropriate.

"At Norwich City, EDI has become embedded within the values of our organisation, and while we have a lot of momentum and progress has been made, there is still much to do. We believe our focus should now be on meaningful, long-term projects which optimise and embed our strong inclusive culture, alongside taking progressive steps to eliminate discrimination in our stadium. We recognise that this is a dynamic and complex area; we know that our EDI goals can only be achieved by taking a collaborative approach, one where everybody involved with the club – from employees to supporters – contributes to truly making Norwich City A Home for Everyone"

Perry Hamilton, Head of HR & EDI



If you witness or are subject to
discriminatory or anti-social behaviour

DON'T WAIT!

REPORT

IT.

TEXT 80011

Start your message **REPORT** followed
by details, descriptions & seat numbers.

For **URGENT** assistance locate
the nearest steward or visit our
safe space in the South Stand
main reception.

If you do not require urgent assistance, you
can email supporterrelations@canaries.co.uk
All reports and texts are treated in the
strictest confidence.



CLUB DIRECTORY

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