



# SUPPORTER ENGAGEMENT PLAN

2023/24



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# FOREWORD

Clubs are nothing without supporters and the sustainable success of Norwich City is only possible with your support. Whether that comes from the terraces at Carrow Road, communities throughout the country or from fanbases afar, it is vital we continue to ensure your voices are heard at every level as we look ahead to the campaign that awaits us.

The importance of this is reflected in the organisational change to our internal fan-orientated structure. Last season the supporter engagement and customer services roles were apportioned into separate divisions to enable us to provide more dedicated resource in these areas. This also supports the outcomes of the government's fan-led review into football governance and is reflective of the wider discussions we have had with other teams, sports and organisations. Our supporter engagement is characterised through meeting fan groups, the Canaries Trust, the club's Supporter Panel and hosting interactive events, as well as seeking to obtain the views of the majority of

our supporters outside of fan group structures. These dedicated roles allow for greater individual focus and enables us to make further progress. As a result of this development, we have appointed Elliot King as our head of supporter engagement who has been tasked with spearheading the club's renewed focus in this area. It is notable that since Elliot has started, the feedback we have received is that positive strides are being made.

We have always strived to go above and beyond with regards to supporter interaction as we aim to provide an open and honest relationship between supporters and the club. This is now being taken even further with the introduction of this comprehensive supporter engagement plan – our commitment to you, our fans.

**Zoe Webber**  
Executive Director

# SUPPORTER ENGAGEMENT SCHEDULE 2023/24

## JUNE

Open fans forum

## DECEMBER

Junior Supporter Panel

## JULY

Canaries Trust meeting

## JANUARY

Canaries Trust meeting

## AUGUST

Supporter Panel

## FEBRUARY

Supporter Panel  
Global Canaries Q&A

## SEPTEMBER

Junior Supporter Panel

## MARCH

Regional Roadshow  
Unite for Access Q&A

## OCTOBER

Regional Roadshow  
Canaries Trust meeting

## APRIL

Canaries Trust meeting  
Junior Supporter Panel

## NOVEMBER

Supporter Panel  
Club AGM

## MAY

Supporter Panel

*Dates subject to change.*

# SUPPORTER ENGAGEMENT STRUCTURE

**Zoe Webber**

**Executive Director**

Nominated board official  
responsible for supporter  
engagement



**Elliot King**

**Head of Supporter  
Engagement**



**Scott Kelly**

**Customer Services  
Manager**



**Stephen Graham**

**Disability Liaison  
Officer**



**Esther Ayuba**

**Inclusion and  
Wellbeing Officer**

If you have any specific supporter queries, these can be raised with our supporter relations team by emailing: [supporterrelations@canaries.co.uk](mailto:supporterrelations@canaries.co.uk)





## SUPPORTER ENGAGEMENT FRAMEWORK

The supporter engagement plan is based on the [Premier League's Fan Engagement Standard](#) and contains the following key pillars:

### 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. That is why executive director Zoe Webber is our nominated board 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 official for supporter engagement 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.
- The nominated board official will attend Supporter Panel meetings.
- The club will remain compliant across all elements of the relevant league rules relating to supporter engagement.
- 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](#)).



## 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. An extensive online survey of the club's 20,000-plus season ticket holders



and members is conducted annually, providing insight into a wide variety of matters. We will keep you updated on the numerous ways you can engage with us.

Last year also saw us change the club crest for the first time in 50 years. Our previous badge no longer conformed to accessibility guidelines in the digital age, but we approached this project with respect.

We undertook significant fan consultation and committed to a process to ensure that our heritage and history was retained. That has been achieved and we are pleased that our supporters have adapted quickly to the new badge. We know how much you love and cherish our club heritage assets. These being 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.

### 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.
- We are to continue engaging with supporters' clubs, representative groups and the wider fanbase and allocate resources to facilitate such interaction.
- The nominated board official (or senior leadership team representative) will attend a minimum of two supporters' club meetings per season.





## 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 up to 12 members who serve for a period of two seasons on a rotational basis. The panel is made up of both elected supporters, as well as representatives from supporter groups.
- 2. Fan forums/Q&A sessions:** These are regular events where you can ask senior club officials the questions that matter most to you.

- 3. 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, safety and matchday experience.

- 4. Supporter group meetings:** The club recorded 52 scheduled meetings and events last year with supporter groups including the Canaries Trust, Forces2Canaries, the Norwich City Historical Trust and many more. We will continue to meet with fan groups and enable new ones to grow.

### Commitments:

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



## 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 communication of insight.

### **Commitments:**

- The club pledges to be transparent with its supporter engagement initiatives,
- The club's nominated board official will communicate to the fanbase at least twice per season (including the opportunity for supporters to attend open question and answer sessions).
- The club will include a supporter engagement statement within its annual report.
- A supporter engagement plan will be published before the start of each season.
- and endeavours, where appropriate, to share any relevant meeting minutes on the club website in a timely and accurate manner.



## 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. Last season saw members of the supporter engagement team conduct knowledge sharing and best practice visits with Manchester City, Fulham and Stoke City as well as abroad to organisations such

as Tampa Bay Lightning, Tampa Bay Rowdies, Milwaukee Brewers, Milwaukee Bucks and the Raymond James Stadium.

We want to ensure that our supporter engagement team is well equipped to deal with all supporter 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 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 nominated board official each season. This will be published in the supporter 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 supporter-focused organisations (e.g. Football Supporters Association, Kick It Out and Level Playing Field) to address fan-facing issues where appropriate.





# LOOKING AHEAD.

**We will be aiming to work with the Supporter Panel and fans to address the following areas:**

- Matchday experience and atmosphere
- International interaction
- Supporter engagement data
- Customer service Twitter
- Accessibility offering
- Rail seating
- Post-match surveys and mystery shopping
- Games-makers and fan ambassadors