



CARDIFF CITY FOOTBALL CLUB 2026/27 FAN ENGAGEMENT PLAN

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Introduction

As the Nominated Board-Level Representative (NBLR), I am delighted to present our vision, values, and objectives for supporter engagement at Cardiff City Football Club for the 2026–27 season.

Our supporters are the lifeblood of this football club. Their unwavering loyalty, passion, and commitment play a vital role in our success, both on and off the pitch. Following an outstanding season that saw us secure promotion from League One back to the Championship, there is a renewed sense of optimism and momentum throughout the club. While we celebrate that achievement, our focus remains firmly on the future and on strengthening the relationship between the club and its supporters.

Our vision is to create an inclusive, engaging, and accessible supporter experience that fosters a genuine sense of community, belonging, and shared purpose. We are committed to ensuring that fans are not only informed about key developments at the club but are also given meaningful opportunities to contribute their views and help shape the supporter's experience.

The values that underpin our approach, integrity, passion, respect, and transparency—will guide every aspect of our engagement activity. We want every supporter to feel welcomed, valued, listened to, and respected, regardless of their background, age, or level of involvement with the club.

To deliver on this commitment, we have established a number of key objectives for the season ahead, which go beyond the requirements of the EFL Fan Engagement Standard:

- Host regular supporter forums featuring senior club representatives and Board members.
- Publish forum minutes and key outcomes on the club website and share them directly with supporter groups.
- Strengthen communication channels to ensure supporters receive timely and accurate information.
- Develop robust feedback mechanisms that enable supporters to share their views and influence decision-making where appropriate.
- Continue to promote inclusivity and accessibility across all areas of supporter engagement.

We will regularly review and evaluate our progress against these objectives and provide a comprehensive report to the League at the conclusion of the season. Just as importantly, we will keep supporters informed of the actions we have taken in response to their feedback.

I am confident that, by working together, we can build on the positive foundations already in place and create a supporter engagement strategy that truly reflects the pride, passion, and ambition of Cardiff City Football Club. Our collective ambition is clear: to continue moving the club forward and ultimately return Cardiff City to the Premier League. Achieving that goal will require unity, trust, and collaboration between the club and its supporters.

Thank you for your continued support and dedication. Together, we are stronger.



Steve Borley OBE
Director & Nominated Board-Level Representative (NBLR)

Cardiff City Football Club – Supporter Engagement Commitment

Cardiff City Football Club is fully committed to complying with EFL Regulation 128 and all associated Supporter Engagement requirements.

Meaningful and regular communication with our supporters remains a fundamental part of our approach. We will continue to engage with fans through a variety of established channels, including the Fan Advisory Board (FAB), Supporter Liaison Officer meetings, Fan Parliaments, supporter groups, and our digital and social media platforms.

The Club is also committed to consulting supporters on any Heritage Matters that fall within the scope of EFL regulations, including issues relating to the Club's name, badge, stadium, colours, and other significant aspects of our history and identity.

We recognise that effective supporter engagement is an ongoing process. As such, we continually seek opportunities to strengthen dialogue with our fanbase and ensure supporters have a genuine voice in matters that affect them. Over recent seasons, we have made significant progress in developing and enhancing our engagement practices.

Examples of this commitment include:

- The establishment and continued development of the Club's Fan Advisory Board.
- Regular consultation with supporters regarding ticketing policies and consideration of fan feedback on ticketing-related matters.
- Recognising and celebrating the vital contribution supporters make to the success and identity of Cardiff City Football Club.
- Promoting inclusivity, diversity and accessibility across our fanbase, ensuring that all supporters feel welcome, valued and represented.
- Addressing supporter concerns and grievances in a timely, respectful and transparent manner, in accordance with the Club's Customer Charter.
- Continually reviewing and improving supporter engagement processes, using feedback from fans to enhance the overall supporter experience.

Cardiff City Football Club remains committed to building strong, positive and transparent relationships with supporters, ensuring that fans continue to play a central role in the future development of the Club.

Keeping Our Supporters Engaged

Cardiff City Football Club is committed to maintaining meaningful, constructive, and transparent dialogue with supporters. Our Fan Engagement strategy is designed to ensure that supporters' views are heard, valued, and considered as part of the Club's decision-making processes.

We recognise that our supporters are at the heart of the Club, and we are committed to building strong relationships founded on openness, respect, and mutual trust.

To achieve this, the Club engages with supporters through a variety of formal and informal channels throughout the season. We hold regular meetings with our recognised supporter organizations, including the Fan Advisory Board (FAB), Cardiff City Supporters Club (CCSC), Cardiff City Supporters Trust (CCST), Cardiff City Disabled Supporters Association (CCDSA), and Travel Club representatives. A full list of recognised supporter groups is available on the Club's website.

These engagement structures provide valuable opportunities for supporters to share their views, raise concerns, and contribute ideas on matters that are important to them and to the wider Cardiff City community. They also enable the Club to listen, learn, and respond effectively to supporter feedback.

Our engagement framework operates throughout the season and follows a multi-level approach, ensuring regular opportunities for consultation and communication. The structure of this activity is outlined in the timeline below.

We are committed to transparency and accountability. Appropriate meeting summaries and updates will be published, while senior Club officials will provide periodic reports through Club channels to keep supporters informed of progress against our Fan Engagement objectives.

Meetings are attended by the Nominated Board-Level Representative, relevant Heads of Department, and our Fan Experience and Supporter Liaison leads. Through this collaborative approach, Cardiff City Football Club aims to ensure that all supporters feel welcomed, respected, informed, and represented.

By working together with our supporters, Cardiff City Football Club will continue to strengthen relationships, improve the matchday experience, and ensure that supporter voices remain central to the future development of the Club.

Timeline of planned Fan Engagement Activity (Subject to change) Potentially other meetings may take place with supporters groups and club officials/owner, directors (when required)

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
SLO meeting DSA meeting	FAB meeting	Fan Parliament	SLO meeting DSA meeting	FAB meeting	Christmas party Players/fans
JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
SLO meeting	FAB meeting	DSA meeting	SLO meeting DSA meeting	FAB meeting	

Meeting Definitions

Fan Advisory Board (FAB) Meetings

FAB meetings are held with an elected group of supporters, alongside representatives from the Cardiff City Supporters Trust, Cardiff City Supporters Club, and Cardiff City Disabled Supporters Association. Meetings are attended by the Nominated Board-Level Representative (NBLR) together with relevant Heads of Department from across the Club.

Discussions focus on short, medium, and long-term Club strategy, providing supporters with a meaningful opportunity to contribute their views and gain a greater understanding of key decisions that may impact the fanbase. Meeting minutes and key outcomes will be published on the official Cardiff City website and the FAB's social media channels to ensure transparency and accountability.

Supporter Liaison Officer (SLO) Meetings

SLO meetings are held regularly with representatives from the Cardiff City Supporters Trust, Cardiff City Supporters Club, Cardiff City Disabled Supporters Association, and supporter travel groups. Individual supporters may also attend by contacting the Club's SLO in advance.

Meetings are chaired by the SLO and attended by the Head of Operations, Head of Ticketing, and Head of Fan Experience, who are available to answer supporter questions and discuss concerns. Club Directors and other senior staff may also attend where relevant.

These meetings focus primarily on operational matters, including ticketing, matchday experience, supporter travel, safety, and fan behaviour at home and away fixtures. They provide an important forum for supporters to raise issues and work collaboratively with the Club to identify solutions.

Fan Parliament

Fan Parliaments are planned to take place following the first transfer window. One hundred randomly selected Season Ticket Holders and Club Members, together with representatives from recognised supporter groups, will be invited to attend these open forum events.

These sessions provide supporters with a direct opportunity to engage with the Chairman, Chief Executive Officer, Nominated Board-Level Representative, and Fan Advisory Board members. The events are designed to encourage open dialogue, answer supporter questions, and provide updates on matters of importance to the Club and its supporters.

Disabled Supporters Association (DSA) Meetings

The Cardiff City Disabled Supporters Association (CCDSA) holds its board meetings at the Cardiff City Stadium. These meetings are attended by the Club's Disabled Access Officer (DAO) and, where available, the Supporter Liaison Officer.

As an independent members' organization operating under its own constitution, the CCDSA represents the interests of disabled supporters and provides valuable feedback to the Club on accessibility, inclusion, and matchday experience. These meetings ensure that the views of disabled supporters are heard and considered as part of the Club's ongoing commitment to equality and accessibility for all supporters.

This structure ensures Cardiff City Football Club maintains regular, meaningful, and transparent engagement with supporters at both strategic and operational levels throughout the season.

Cardiff City Fan Advisory Board (FAB)



Cardiff City Football Club are delighted to have introduced a Fan Advisory Board (FAB) in February 2024. They are an elected body of supporters who have the Club and fans' interests at heart and represent the views of the fans. Their aim is to work closely with the Club for the benefit of all interested parties.

There have already been nine FAB meetings, minutes and more information including a useful "Question & Answer" section can be found here:

<https://www.cardiffcityfc.co.uk/club/fan-advisory-board>

The board meets with Senior Club Representatives regularly over the season with the remit of engaging with the Club in respect of our long-term decision making.

Under the Terms of Reference agreed between the elected fan representatives and the Football Club. Examples of topics to be covered are:

- Competition matters
- Enhancing the fan experience
- Stadium development and projects
- Sustainability and corporate and social responsibility initiatives
- Improving fan products and services
- Football governance

Club Commitment to Keeping Fans Informed

Cardiff City Football Club is committed to providing regular and meaningful updates to supporters on its fan engagement activities. We want our fans to feel informed, involved, and valued, and we therefore encourage feedback and views on all aspects of this Fan Engagement Plan (FEP).

Should any changes be made to the Club's FEP, we will communicate them clearly and promptly, outlining the reasons for the changes and how they support the Club's objectives. Transparency and accountability remain at the heart of our approach to supporter engagement.

The Club's Lead Contact will provide regular updates via the Club website on the delivery and performance of the FEP, highlighting progress against objectives, key achievements, and any challenges encountered, together with the actions being taken to address them.

We remain committed to listening to our supporters and welcome feedback on the FEP and its implementation through our established engagement channels, including Fan Advisory Board meetings, Supporter Liaison Officer meetings, Fan Parliaments, supporter forums, surveys, and direct engagement opportunities. By working together, we can continue to strengthen the relationship between the Club and its supporters and ensure that fan voices help shape the future of Cardiff City Football Club.

Club Commitment to Fan Collaboration

Cardiff City Football Club is committed to working collaboratively and constructively with its recognised supporter groups, all of whom have been invited to contribute to and endorse this Fan Engagement Plan.

We recognise that effective supporter engagement is a shared journey. By working together, we can develop a stronger understanding of the issues that matter most to supporters, while ensuring that the Club remains transparent, accountable, and responsive to fan feedback.

The Club fully respects the important role that supporter representatives play in challenging decisions, seeking clarification where necessary, and providing constructive feedback on behalf of the wider fanbase. We view this dialogue as a vital part of building trust and strengthening relationships between the Club and its supporters.

The engagement structures and consultation mechanisms outlined within this Fan Engagement Plan are designed to facilitate meaningful two-way communication, enabling collaboration, transparency, and continuous improvement in supporter experience.

Summary of Season 2025–26

Throughout the 2025–26 season, the Club continued to meet regularly with supporter groups, holding engagement meetings on an almost monthly basis. As a result, we successfully delivered the collective objectives set out within our Fan Engagement Plan activity schedule.

Our principal shareholder is based in Malaysia and was unfortunately unable to visit during the season. Consequently, we were unable to facilitate a meeting between supporter representatives and the shareholder. However, he has indicated his intention to visit Wales during the 2026–27 season, which will provide an opportunity for future engagement.

Our chairman attended a number of ad-hoc supporter meetings during the year and was also present at the fans parliament. Club Director Steve Borley represented the Cardiff City Board at Fan Advisory Board (FAB) meetings, ensuring continues Board-level engagement with supporters.

We also held a series of productive and well-attended Supporter Liaison Officer (SLO) and Disabled Supporters Association (DSA) meetings. These sessions focused on operational and matchday matters, including ticketing, travel arrangements, accessibility, away match experiences, and general supporter feedback. These meetings continue to provide a valuable forum for constructive dialogue and have played an important role in improving the overall supporter experience

Becoming More Involved

We'd love to hear from our supporters with views on our Fan Engagement Plan. If you would like to be more involved, you should initially reach out to:

Head of Fan Experience: amy.james@cardiffcityfc.co.uk

Supporter Liaison Officer: slo@cardiffcityfc.co.uk (Paul Corkrey)

Disabled Access officer (DAO) dao@cardiffcityfc.co.uk (Billy Gregory)

Supporters are also welcome and indeed encouraged to join the established fan groups or participate in club events and initiatives, as a way of helping shape the Fan Engagement Plan and making a positive impact on the overall fan experience.

To read more about the Club's established supporters' groups please visit:

<https://www.cardiffcityfc.co.uk/club/supporters-clubs>.