



# THE EXETER CITY AFC FAN ENGAGEMENT PLAN





# CONTENTS

- 3 - FOREWORD**
- 4 - OUR SUPPORTER ENGAGEMENT COMMITMENT**
- 5 - OUR FAN ENGAGEMENT APPROACH**
- 6 - TIMELINE OF FAN ENGAGEMENT ACTIVITY**
- 7 - THE SUPPORTERS' TRUST**
- 8 - OUR COMMITMENT TO UPDATE FANS**
- 9 - COLLABORATING WITH OUR FAN GROUPS**
- 10 - HOW TO GET INVOLVED**
- 11 - EQUALITY AND DIVERSITY**
- 12 - CONTACT DETAILS**





# FOREWORD

**Welcome to the Grecian Fan Engagement Plan.**

**As the Chair and lead contact of our Club, I am proud to present our vision, aims, values, and objectives for fan engagement. At Exeter City, as a supporter owned club, we are acutely aware of the importance of fan engagement. Much is spoken of football club owners but here, at St James Park, our owners are stood on the terraces and sat in the Grandstands. Our fans views matter at every level of what we do. Our ethics, our governance, and how we operate to present a match day experience.**

**Our overarching vision is to create a truly inclusive and interactive fan experience that places our club deep within the community – our fans must feel like they own their club, that they feel they belong here, and that we are all representatives of our club, our city, and the wider football and sports community.**

**Our values of integrity, passion, and respect guide all our interactions with fans, and we are committed to creating an environment whereby our supporters feel they are properly informed in order that they may influence our progress. We strive to create a welcoming and inclusive environment where all fans, home and opposition, feel valued and heard.**

**In terms of our objectives, we have set measurable goals for fan engagement, including regular fan forums, Grecian Group activity, round-table events and, where necessary or appropriate, executive 1:1 meetings with individual supporters and members of our community. We will be implementing fan feedback mechanisms to continuously improve the fan experience. We will regularly evaluate our progress and report back to the League and our supporters, our owners, on our activities and achievements at the end of the season.**

**I am confident that by working together with our fans, we can create a fan engagement strategy that not only meets their expectations but exceeds them. Thank you for your continued support and dedication to our Club.**

**Yours Sincerely,**

**Nick Hawker, Chair of Club and Trust Boards.**





# OUR SUPPORTER ENGAGEMENT COMMITMENT

Exeter City AFC commits to comply in full with EFL Regulation 128 and its requirements regarding Supporter Engagement.

As a supporter owned club we understand that regular meaningful communication with supporters is important, and we will continue to do this through various channels including Fan Forums, Roundtable events, Grecian Groups Collective, Ad-hoc 1:1 meetings, visiting national supporter groups and through our Supporters Annual Report.

We will also communicate with supporters regularly through our social media channels and email newsletters. We welcome supporter feedback, this can be sent to [customer.services@ecfc.co.uk](mailto:customer.services@ecfc.co.uk).

The Club also pledges to discuss any heritage items that may be in scope for consultation, such as any matter linked to the Club's name, badge, stadium and other areas of our history. There is a formal agreement between Exeter City AFC and the Supporters' Trust which outlines those areas which require the agreement of the Supporters' Trust: ECFC Club Trust Agreement. The Club will review its Club Charter and encourage supporter engagement in the review process.

The Club is always seeking to improve and provide opportunities for fans to be involved, and over recent seasons we have continued to enhance the way we set out to achieve this. A recent innovation are the Supporter Experience Roundtable events. These provide a platform for a cross section of supporters to feedback on their matchday experience and for the Club to engage on proposed improvements.

In recent years consultation with supporters through the Supporters' Trust has confirmed funding for the building of our new training ground facilities, the purchase of the Cliff Hill Training Ground and the purchase of the OTR St James Park offices/function suites.

The Club Board has three Sub-Committees, the Supporter Experience Club Board Sub-Committee, chaired by a designated Club Board Director of Supporter Engagement, the Community Club Board Sub-Committee and the Finance & Governance Club Board Sub-Committee, all three sub-committees are chaired by democratically elected Supporters' Trust Board members who represent supporters views.

At Exeter City AFC we have already achieved so much as a result of consulting and engaging our fanbase, such as: topping the Fan Engagement Index, recognition for outstanding fan engagement, for four consecutive seasons and our continued success in achieving the Gold standard in the EFL Family Excellence Awards.





# OUR FAN ENGAGEMENT APPROACH

Exeter City AFC’s Fan Engagement approach seeks to continually improve dialogue with supporters and ensure that their voices are heard and considered in decision-making processes. We value the input of our fans and are committed to creating a strong and positive relationship with them.

To achieve that goal, the Club works to engage supporters in a number of ways.

We meet with our Supporters Clubs in Grecian Groups meetings held online regularly throughout the season, hold fan forums, focus sessions and working group meetings. All these measures ensure we can listen and learn from supporters on what areas matter to them. A list of our recognised supporters groups can be found on our [website](#).

The structure of our engagement activity is set out in the timeline on the following page.

We commit to meeting throughout the course of the season and operate a multi-level engagement policy whereby over and above our fan group meetings we also hold fan forums and focus sessions, in the form of Supporter Experience Roundtable meetings, to allow all those interested in attending to listen, contribute and engage with a number of Club personnel. Supporters are encouraged to register their interest in taking part in our Supporter Experience Roundtable meetings [here](#). Supporter forums are advertised on our [website](#).

We publish minutes and outputs from our meetings to ensure all supporters are aware of the activity undertaken. Our Director of Supporter Engagement will also provide updates for all our fans on the progress made against our Fan Engagement objectives.

All our meetings are attended by senior staff including Directors, Executive Team members, Supporters Trust Trustees, our Director of Supporter Engagement, Supporter Liaison Officer and our approach is one of inclusivity and transparency.

The Club will hold periodical [supporter surveys](#) and publish results on our website.

## ANOTHER INCREDIBLY CONSISTANT FAMILY EXPERIENCE

*“This season’s two EFL Family Excellence assessment visits once again confirm extremely strong levels of match day engagement at the home of the Grecians. As in 2022/23, this season has seen two incredibly consistent visits with very few gaps and some real stand outs for families to enjoy. Match day info is presented well and serves to reassure and to also build excitement and, once at the stadium, the fan zone provides plenty of excitement and activities (with a special word for the MC there who makes sure everyone feels welcome).”*

*“Nick’s little cameo (in the club store on the second visit) is yet another example of how well the club’s culture of supporter engagement is embedded. If this can be further developed across the entirety of the experience to all roles, the club will reach new heights of excellence.”*





# TIMELINE OF FAN ENGAGEMENT ACTIVITY

<p><b>AUGUST 24</b></p> <p>Supporter Forum Supporters Annual Report Roundtable Meeting Junior Grecians “Train with th Team”</p>	<p><b>SEPTEMBER 24</b></p> <p>Grecian Groups Supporter Group Visit</p>	<p><b>OCTOBER 24</b></p> <p>Roundtable Meeting</p>
<p><b>NOVEMBER 24</b></p> <p>Supporter Forum</p>	<p><b>DECEMBER 24</b></p> <p>Supporter Group Visit Club Calander Player Signing Event Senior Reds Christmas Dinner Junior Grecians Christmas Party</p>	<p><b>JANUARY 25</b></p> <p>Roundtable Meeting</p>
<p><b>FEBRUARY 25</b></p> <p>Supporter Forum Grecian Groups</p>	<p><b>MARCH 25</b></p> <p>Roundtable Meeting Supporter Group Visit</p>	<p><b>APRIL 25</b></p> <p>Junior Grecians Easter Event</p>
<p><b>MAY 25</b></p> <p>Supporter Forum Roundtable Meeting</p>	<p><b>JUNE 25</b></p> <p>Grecian Groups</p>	<p><b>JULY 25</b></p> <p>“Party at the Park” Community Fun Day Roundtable Meeting Supporters Annual Report</p>

**\*DATES SUBJECT TO CHANGE**



**“PARTY AT THE PARK” COMMUNITY FUN DAY 2024**



# THE SUPPORTERS' TRUST

## WE OWN OUR FOOTBALL CLUB

The Exeter City AFC Supporters Society (the Trust) has been influencing Exeter City FC (the Club) for the past 24 years. Originally formed in 2000 to assist in the payment of a player's salary it went on to purchase a majority shareholding (57.25%) in 2003, and in 2014 obtaining voting parity on the club's Board of Directors, allowing at present 3 Trustees and the Trust Chairman to sit on that board.

Over those 24 years the Trust has contributed circa £2m in donations and even more besides for specific projects and fundraising appeals, totalling in excess of £65k. As well as monetary benefit, volunteer effort is estimated to be in the region of £250,000pa – a direct result of Supporter Ownership.

The Trust has also donated considerably to the club's charitable arm, the Exeter City Community Trust, through sponsorship of the Exeter City Women's team, the Sporting Memories initiative, and ad-hoc contributions. The Trust has also contributed £6,250 to various Heritage Lottery projects within the ground/stadia in promotion of the Club's history and heritage. It has also sponsored the refurbishment of the Clubs main hospitality suite and during 2019/20 season, has sponsored the Clubs Academy.

The Trust is a firmly democratic organisation where members of the Trust Board are elected by its (circa) 4,300 membership. Trustees are elected for 3-year periods and can remain sitting for a maximum of 9 consecutive years. Typically, the Trust Board totals 12 elected Trustees (there is a maximum of 15 allowable but 3 places are typically reserved for co-opted skills) and 4 officers. At present the Trust Board present a wide range of skills and ages.



Some examples of the topics we cover at Trust Board Meetings (non-exhaustive);

- ◇ The Club's vision and aspirations for the future
- ◇ Its work regarding supporter engagement
- ◇ Work in relation to equality, diversity, inclusion and accessibility
- ◇ The Club's match-day experience (home and away)
- ◇ The Club's ticket policies and procedures
- ◇ Stadium facilities and the matchday experience
- ◇ How the Club communicates
- ◇ The Club's traditions and heritage

The Trust Board meets on a monthly basis and members are welcome to join part A, the non-confidential part of the meeting. Please see the [Trust Website](#) or contact the [Trust Secretary](#) for details.

**Ownership Statement**



# OUR COMMITMENT TO UPDATE FANS

## COLLABORATION AND SHARING, LISTENING AND LEARNING, OUR COMMITMENT TO YOU

Exeter City AFC 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.

Our commitment to engaging with our supporters and community is unwavering, we shall strive to improve the level of engagement we offer and so this plan should be viewed as a living document.

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 latest version of our Fan Engagement Plan will be published [here](#).

The Club's Director of Supporter Engagement 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](#) for more information.







## COLLABORATING WITH OUR FAN GROUPS

***“The Exeter City Supporters’ Trust is fully supportive of the Club’s new Fan Engagement Plan. It is a great stride forward in formalising the structure of meaningful engagement with our fanbase and it’s a positive commitment from all concerned.***

***We reiterate the Club’s views that we are on a journey together and it’s important that we align on various aspects of activity and progress. It’s also imperative that we are also allowed to challenge and seek clarity from the Club on issues of importance, and through the mechanisms outlined in the FEP, we believe there is opportunity for us all to continue to work together to achieve our goals, and keep supporters at the heart of decisions affecting our Club”***

**Nick Hawker, Chair, Exeter City Supporters’ Trust.**

**[Supporters’ Trust Website](#)**



***“I went straight to the Fan Zone at about 12.45 and found it buzzing with people. Interaction with kids and families was good by the MC who was encouraging kids to take part in the activities on offer. The mascot lion was in evidence and was interacting well with kids at the fan zone and the family room.”***

**- EFL Family Excellence Scheme 23/24 Overall Report**





# HOW TO GET INVOLVED

We'd love to hear back from our supporters on this Fan Engagement Plan. Supporters can get involved with the development of the plan by reaching out to our Supporter Liaison Officer or the Director responsible for fan engagement (contact details are on page 12). The Club will provide opportunity for feedback, suggestions, and ideas on how together we can improve the fan experience across the multiple areas of engagement detailed across this FEP.

There are several ways in which supporters can get involved, supporters can join established fan groups, voluntary groups or participate in club events and initiatives, to help shape the Fan Engagement Plan and make a positive impact on the overall fan experience. Supporters are also invited to apply to join our Supporter Experience Roundtable group by completing the form [here](#).

Supporters are also encouraged to join the Exeter City AFC Supporters Society (the Trust) which has been influencing Exeter City FC (the Club) for the past 24 years. Originally formed in 2000 to assist in the payment of a player's salary it went on to purchase a majority shareholding (57.25%) in 2003, and in 2014 obtaining voting parity on the club's Board of Directors, allowing at present 3 Trustees and the Trust Chairman to sit on that board. Membership is available from just £2 per month. For further information and to join please visit the [Trust Website](#).

SUPPORTER GROUPS	VOLUNTEER GROUPS
<p>Disabled Supporters Association</p> <p>East Devon Grecians</p> <p>East Midland Grecians</p> <p>Exec 1002</p> <p>Exeter City Supporters Club</p> <p>Exeter City Women's Supporters Club</p> <p>Her Game Too</p> <p>London Exiles</p> <p>North Devon Grecians</p> <p>Proud Grecians and LGBTQ+</p> <p>Senior Reds</p> <p>Yorkshire Grecians</p>	<p>Ambassador Stadium Guide Team</p> <p>Ball Retriever Team</p> <p>Cans4City</p> <p>ECFC Museum</p> <p>FECRACE</p> <p>Junior Grecians</p> <p>Monday Work Parties</p> <p>Post Match Clean Up Team</p> <p>Stadium Tour Guides</p>

For further information about the Club's established supporters' groups [here](#).

Exeter City AFC policies and guides:

- ◇ [Equality and Diversity Policy](#)
- ◇ [Accessibility Policy](#)
- ◇ [Safeguarding Policy](#)
- ◇ [Club Charter](#)
- ◇ [First Time Fans Guide](#)





# EQUALITY AND DIVERSITY

Exeter City AFC has achieved Bronze in the EFL Equality Code of Practice. The Code of Practice is awarded in recognition of clubs' efforts to enhance their equality, diversity and inclusion practices across all areas of the club.

Initially launched in 2012, the EFL's Equality Code of Practice was revamped to become a multi-level accreditation scheme at the start of the 2022/23 season, which saw every one of the 72 Clubs assessed on their EDI practices by the conclusion of the 2023/24 season.

Exeter City Football Club's Bronze award comes after the club provided evidence of the work across many aspects of the club and the wider community. The work in this area now continues as part of the development year and the club looks to partner with the Community Trust to make positive impact in this important area. The club wishes to thank the EFL for its support in this process as part of the Together campaign.

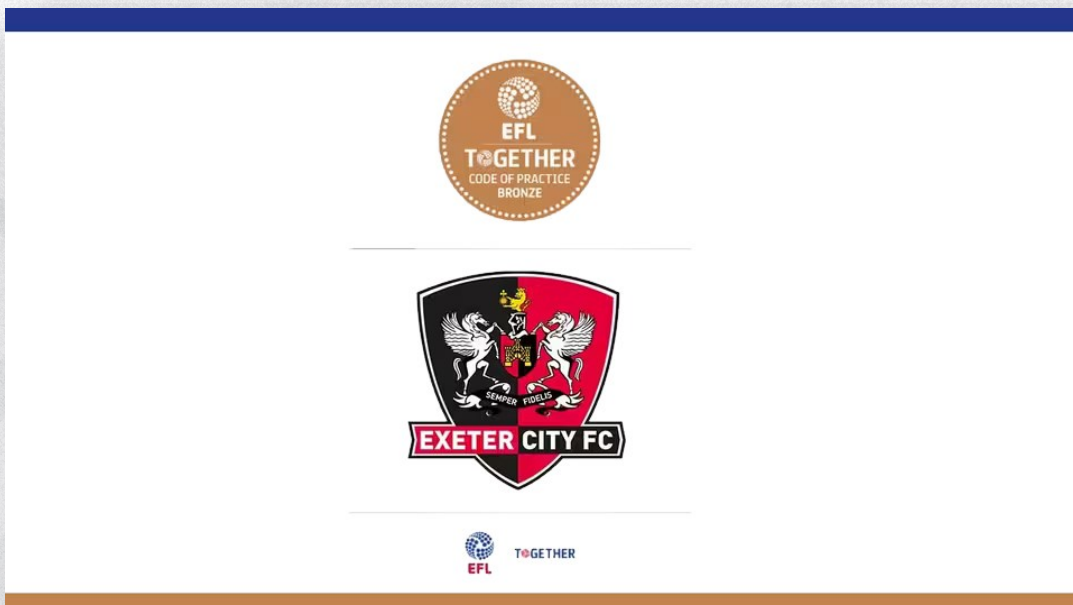
EFL Director of Equality, Diversity and Inclusion, David McArdle, said:

*"Our 72 Clubs represent communities of people from a wide variety of diverse backgrounds. The EFL's Code of Practice is the foundation on which our work on Equality, Diversity and Inclusion is built, providing Clubs with a clear framework and setting out exactly what they need to put in place to ensure the Club is reflective of the community at all levels."*

*"The progress being made is very encouraging and the EFL will continue to support and empower all Clubs to make a positive impact on their communities and the wider game."*

Initially launched in 2012, the EFL's Equality Code of Practice was revamped to become a multi-level accreditation scheme at the start of the 2022/23 season, with 46 of the 72 EFL Clubs achieving at least Bronze by the end of the 2023/24 season.

## Equality and Diversity Policy





# CONTACT DETAILS

## FAN ENGAGEMENT

**Nick Hawker, Club & Supporters' Trust Chairman**  
**Clive Harrison, Director of Supporter Engagement**  
**Richard Knight, Supporter Liaison Officer & Customer Services**

## EXECUTIVE TEAM

**Jeremy Tippier, CEO**  
**Jen Dixon, Women's Executive Chair**  
**Marcus Flitcroft, Technical Director**  
**Joe Gorman, Chief Financial Officer**  
**Michael Heath, Head of Marketing and Media**  
**Arran Pugh, Academy Director**  
**Justin Quick, Chief Operations Manager**  
**Nicky Perryman, HR Manager**  
**Jamie Vittles, Chief Executive, Exeter City Community Trust**

## FOOTBALL

**Gary Caldwell, First Team Manager**  
**Kevin Nicholson, Assistant Manager**  
**David Perkins, First Team Coach**  
**Abbie Britton, Women's First Team Manager**

## DEPARTMENT HEADS

**Matt Dawes, Commercial Manager**  
**Nick Wild, Retail Manager**  
**Scott Palfrey, Media Manager**  
**Wayne Moore, Food & Beverage Manager**

**To contact any member of staff, please call 01392 411243 or email: [customer.services@ecfc.co.uk](mailto:customer.services@ecfc.co.uk)**

