

THE EXETER CITY AFC FAN ENGAGEMENT PLAN 2025/26





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FOREWORD

Welcome to the Grecian Fan Engagement Plan for 2025/26.

At Exeter City, we are not just aware of the importance of our supporters – we are built upon it. As a supporter-owned club at the heart of our community, our fans are not distant stakeholders; they are the people stepping through the turnstiles, the generations of families standing on the terraces and sitting in our grandstands. They are our owners, and their voice matters at every level of our operation – from governance and ethics to the matchday experience.

I am proud to present our objectives for fan engagement. Our vision is to deliver an inclusive, engaging, and dynamic fan experience that ensures every supporter – feels a true sense of belonging, pride, and ownership – to know that this is their club and that they play an active role in shaping its future.

Our values of integrity, passion, and respect guide all our engagement with fans. We don't just pay lip service to fan engagement, we are committed to transparency, two-way communication, and to ensuring that our supporters are informed and empowered to influence the direction of their Club. We aim to foster a welcoming and inclusive environment where all fans – home and visiting – feel heard, respected, and valued.

To deliver this, we have clear, measurable objectives for fan engagement. These include regular fan forums, Grecian Group activities, round-table discussions, and – where appropriate – direct 1:1 meetings with members of the Club's executive team. We aim to continuously improve the fan experience at St James Park, from the moment supporters enter the ground until they leave, ensuring a rewarding positive experience, whatever the result. Our progress will be regularly evaluated and transparently reported to both the League and, most importantly, to you – our supporters and owners.

By working in genuine partnership with our fans, we believe we can create a model of engagement that reflects the values of our club and the community it represents – one that reinforces the importance of supporter involvement and helps demonstrate the positive impact of fan ownership within the wider game.

Thank you for your continued passion, support and belief in everything Exeter City stands for.

Yours Sincerely,

Clive Harrison, Interim Chair of the Club Board & Director of Supporter Engagement.





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.

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 six 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.



Family Experience Assessors Feedback 2024/25

"Friendly atmosphere and outstanding service really jumps out! This seasons assessments highlight an excellent and consistent matchday experience at St James Park. The level of detail for families on the website help parents feel informed, welcomed and valued – leaving them with a great first impression of Exeter City. The Family Room and Fanzone are popular with kids of all ages, and Grecian and Lexi are always on hand to create magic moments and well loved by young supporters However, it is the friendly atmosphere and outstanding customer service from every member of staff that really jumps out. From the lady in the shop, to the stewards with a smile on their faces the whole time we were there. Exeter City are a very welcoming club, which is perfect for families."



TIMELINE OF FAN ENGAGEMENT ACTIVITY

AUGUST 25 Supporter Forum Roundtable Meeting	SEPTEMBER 25 Grecian Groups Supporter Group Visit	OCTOBER 25 Roundtable Meeting
NOVEMBER 25 Supporter Forum	DECEMBER 25 Supporter Group Visit Club Calander Player Signing Event Senior Reds Christmas Dinner Junior Grecians Christmas Party	JANUARY 26 Roundtable Meeting
FEBRUARY 26 Supporter Forum Grecian Groups	MARCH 26 Roundtable Meeting Supporter Group Visit	APRIL 26 Junior Grecians Easter Event
MAY 26 Supporter Forum Roundtable Meeting	JUNE 26 Grecian Groups	JULY 26 “Party at the Park” Community Fun Day Roundtable Meeting Junior Grecians “Train with the Team”

***DATES SUBJECT TO CHANGE**





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 25 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 including the Trust Chairman to sit on that board.

Over those 25 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) 5,000 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.



Party at the Park Community Fun Day 2025



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 Edwards, Interim Chair, Exeter City Supporters’ Trust.

[Supporters’ Trust Website](#)





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 groups by responding to requests for applicants when advertised.

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.

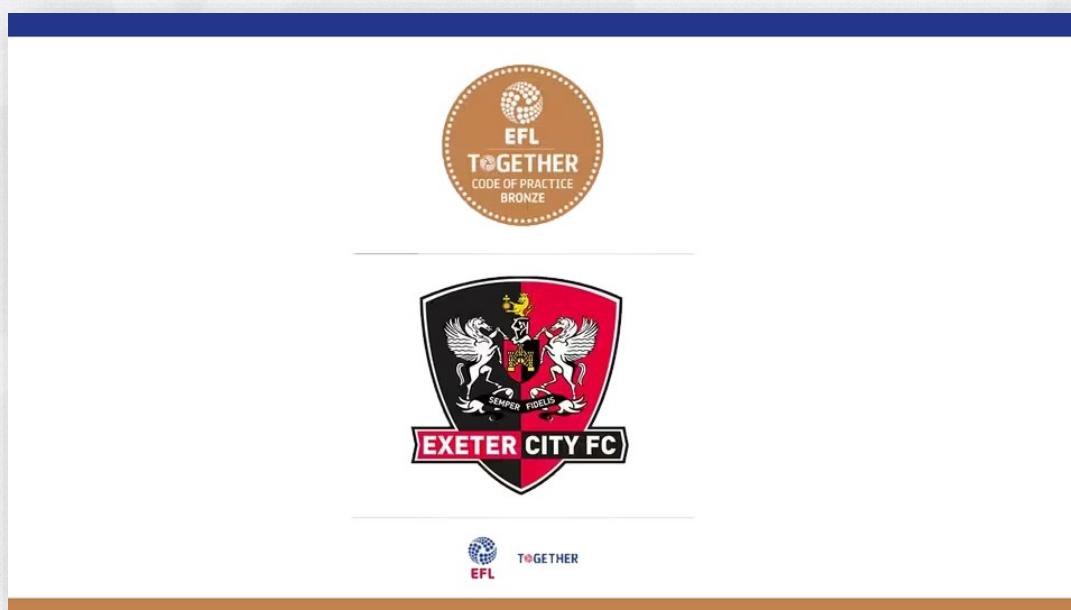
EFL Director of Equality, Diversity and Inclusion, David McArdle, said:

"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](#)





FEP RETROSPECTIVE SUMMARY 24/25

FEP AIMS 2024/25

We set out challenging targets in our 2024/25 Fan Engagement Plan:

Supporter Forum x 3	ACHIVED
Roundtable Meeting x 4	EXCEEDED (8)
Grecian Groups x 2	ACHIVED
Supporter Group Visit x 3	UNDER ACHIEVED (2)
Club Calander Player Signing Event x 1	ACHIVED
Senior Reds Christmas Dinner x 1	ACHIVED
Junior Grecians Supporter Club Activity x 5	UNDER ACHIEVED (4)
"Party at the Park" Community Fun Day x 1	ACHIVED

REVIEW

At ECFC we are well practiced at holding supporter forums these have been a regular occurrence for many years. Grecian Groups, a forum specifically for Supporters Club's has seen a decline in interest despite the fact that they have been held online since Covid. We tried a joint in person/online version in July 25 but this did not increase attendance. Our supporter Groups are spread far and wide and while the local two were easy to visit those further afield were less so. The Junior Supporter activities fell short by one event due to staff availability but will be back on track for 25/26. Our one off events remain very popular indeed.

By far the most successful fan engagement event has been the Supporter Experience Roundtables and they run on a monthly basis throughout the season. The Roundtable are hosted by the Director of Supporter Engagement. Also present are the Supporter Liaison Officer and representative from the Club's executive team. The meeting agendas include feedback results from our previous meeting, presentations from Club representatives, product sampling and there are opportunities to discuss supporter led topics.

FEEDBACK

"Exeter City is a club that truly values and engages with its fanbase. I'm fortunate to be part of the Supporter Experience Roundtable meetings, where a diverse group of fans collaborates to enhance the matchday experience for everyone. Club staff generously dedicate their time to share insights about their roles and actively seek feedback on potential improvements. It's incredibly rewarding to see real changes implemented on matchdays as a direct result of these discussions. As a fan-owned club, these initiatives are genuine efforts to make the club better for all supporters—something that should inspire the rest of the EFL." – John Potter

"The roundtable is very welcoming and makes you feel valued and part of the club, it enables you to contribute positively to the great match day experience and the club itself." - Darren Rowbotham

"It is good to share issues relating to the club and to have an insight on future developments and improvements" – Phil Wright





FEP RETROSPECTIVE SUMMARY 24/25

FEEDBACK

“Having the meetings on a monthly/regular basis enables the feedback from previous meetings to be considered and if necessary further refined which we understand is very helpful for the clubs management and we are very pleased to be able to do our bit in improving our club” – David Lake

“I just wanted to say how much I’ve appreciated and enjoyed the Supporter Experience Roundtable meetings. As a young fan, it’s been brilliant to have a space where supporters of all ages can share their thoughts and genuinely feel heard.”

“These meetings really show how much Exeter City values its fans, and I’ve loved being part of discussions that help shape the future.”

“Because of this event, a 16-year-old like me was invited to bring together a group of Gen Z supporters to meet the chairman, as well as members of the Trust board, Club Board, and first-team manager, Gary Caldwell. That opportunity meant a lot, as it showed how committed the club is to engaging with younger fans and giving us a voice in its future.”

“It’s great to see the ECFC Trust leading the way in fan engagement, and I think these meetings should definitely be highlighted in the EFL award application.”

“They make a real difference and show ECFC’s dedication to working with its supporters. Thanks again for organising them, I’m looking forward to the next one.”

“I personally have found the Roundtable meetings very insightful. It is great to have a better understanding of many elements of the club that is so close to my heart and it has given me the ability to better understand processes such as the transfer windows that previously I had little knowledge of. Exeter City football club is more than just football to my children and I, it is a place where we can spend special time together watching a team we are passionate about. We have made some memories at Exeter City that will last forever.” – Diana Weeks

“The roundtable events are very helpful for us the fans and trust members as they enable us to sit and listen to and question both senior members of the board and trust on a variety of issues pertinent to the running of the club”





CONTACT DETAILS

FAN ENGAGEMENT

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

EXECUTIVE TEAM

Justin Quick, Chief Operations Manager
Marcus Flitcroft, Technical Director
Arran Pugh, Academy Director
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 Kimberley, Commercial Manager
Nick Wild, Retail Manager
Scott Palfrey, Media Manager

To contact any member of staff, please call 01392 411243 or email: customer.services@ecfc.co.uk

