

ECFC
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UP THE CITY

Our Home

EXETER CITY
FAN ENGAGEMENT
PLAN 26/27



WE CAN
CREATE

HISTORY

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EXETER CITY
PRIDE OF
DEVON

COME ON
YOU
GRÉCIANS

**SEMPER
FIDELIS**
Always Faithful

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ECFC

EXETER CITY
PRIDE OF
DEVON

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INTRODUCTION



Welcome to the Grecian Fan Engagement Plan (FEP) as updated for 2026/27 season.

Formal FEPs plans were adopted at the EFL's Annual General Meeting in 2025. For your Club this was the next natural step in our long-term commitment to engaging with you on as many club issues as possible.

The value of fan engagement was perhaps highlighted last season. Despite relegation from League One, average home attendances increased from the previous season. This is unusual, but perhaps a sign as to the investment and loyalty fans have in a community owned club. Previous relegations have always led to a drop in average attendances. The club had a turbulent 2025 summer. Despite the financial issues engulfing the club over this period, there was a dip naturally in fan engagement which has now been overcome.

Our commitment to fan engagement, goes throughout our club. Starting at the top with Club Chairman Wilf Walsh. Wilf was born in Exeter and for three seasons also the Club's main shirt sponsor. A Trust Member of many years. Like all in our fan owned club he recognises and respects what the club means to its fans and the community beyond. A genuine desire to use the power of football to unite and engage with our communities across Exeter and further afield. Recognising we have the special ability to bring the people of our area together, both by representation on the pitch and by doing the right things off it. Reflecting our Mission: Our City, Our Club, Our Way.

At Exeter City, we are not just aware of the importance of our supporters – you are the cornerstone of our ambition. As a supporter-owned club at the heart of our community, our fans are not distant stakeholders you are the people stepping through the turnstiles. The generations of families standing on the terraces and sitting in our grandstands. You are our owners and your voice matters at every level of our operation – from governance and ethics to the matchday experience and engagement programme.

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

Our values of integrity, passion, and respect guide all our engagement with you. 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 your Club. We aim to foster a welcoming and inclusive environment where all fans – home, exiled 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 activity, roundtable discussions, and – where appropriate – direct 1:1 meetings with members of the Club's management 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.

We welcome thoughts on our direction from every single supporter. You'll see how you can contact the club later. You can rest assured that every decision we make is with the best interest of the Club and you its supporters at the centre. Having listened to what you have to say first. As the club's nominated senior lead on this piece of work, I pledge to keep you updated on the progress we are making, as well as on any changes we make as the year goes on. Thank you for your continued passion, support and belief in everything Exeter City stands for.

Yours Sincerely, Tony Badcott.

Director of Supporter Engagement & Supporters Trust Vice Chair.

OUR SUPPORTER ENGAGEMENT COMMITMENT



- We will hold regular Fans' Forums involving a Q&A with senior Club executives on at least two occasions per season;
- We have a Board Director and Supporter Liaison Officer to drive forward this agenda in tandem with our majority shareholder the Exeter City Supporters' Trust;
- We will continue with the proven Supporter Roundtable events;
- We will publish a new Fan Engagement Plan each season, applying the learnings from previous years and will follow up with a report at the end of each season;
- We will comply in full with EFL Regulation 129 and its requirements;
- There will be additional opportunities to engage in person with the majority shareholder of the football club;
- We will continue having regular meaningful dialogue with our supporters through surveys, feedback from Supporter Club Meetings, social media, supporter drop-in sessions and events;
- In line with the Club Trust Agreement we will discuss Heritage items that may be in scope for consultation including those linked to the Club's name, badge, stadium and other areas of our history.

SERVICE, ENGAGEMENT AND EXPERIENCE ARE ABSOLUTELY PART OF OUR FOOTBALL CLUB'S DNA.

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 Group Collective, Ad-hoc 1:1 meetings, visiting 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: customerservices@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 annually reviews its **Club Charter/FEP** 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. The most recent innovation was the Supporter Experience Roundtable and Open Training Day 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 with you our fanbase. This includes topping the **Fan Engagement Index**, recognising outstanding fan engagement nationally, for seven 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 your 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 representatives of our Supporters Clubs in Grecian Groups meetings held online, fan forums, focus sessions such the Roundtable events 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 last roundtable was 22 July 2026 with the next planned for October.

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

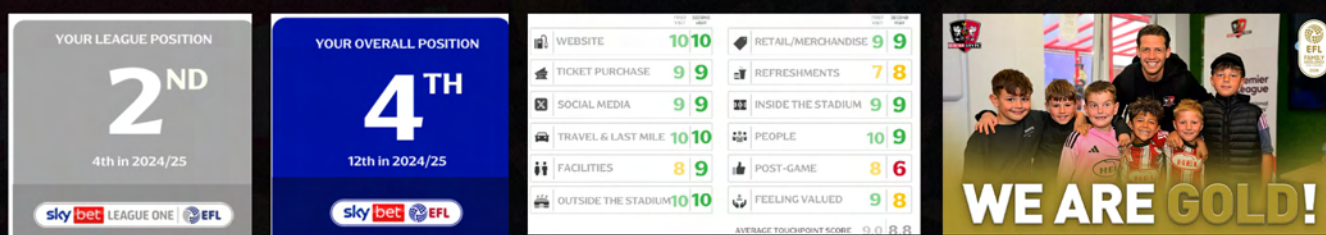
Supporter Experience Roundtable meetings allow all those interested in attending to listen, contribute and engage with a number of Club personnel. Supporters are encouraged to register their interest in taking part in our **Supporter Experience Roundtable meetings here**. Supporter forums are advertised 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 2025/26 (along with the first and second visit scores awarded).



"This season's two Family Excellence assessment visits once again highlight a fantastic family experience at St James Park with yet another gold award and several stand out touchpoints that illustrate the club's unwavering commitment to the next generation of Grecians and existing supporters.

The club's website does a great job promoting matchday activities for supporters via matchday and first-time fan guides, and new visitors are made to feel warmly welcomed on matchday thanks to a proactive and engaging Here to Help team. There is also a great atmosphere at the fanzone with stalls, a range of refreshments and a visit from the club mascot all adding to the fun.

The Junior Grecians Zone stood out as a 'brilliant place for kids to be pre match and enjoy some different activities to make it truly more than the 90 minutes'. This report shows the wonderful work the club are doing to turn one off visitors into regular attendees, and casual fans into lifelong supporters. Such dedication to fan engagement will reap the rewards. Congratulations to everyone at Exeter City for another superb effort."

TIMELINE OF SUPPORTER ENGAGEMENT ACTIVITIES



Every month the Supporters' Trust hold a monthly meeting at which Members can highlight engagement matters.

AUGUST 26 Fans' Forum Volunteers Thank You event (or July 27) Work Parties Open Training Day Trust Board	SEPTEMBER 26 Supporter Group Visit Trust Board Grecian Group Collective	OCTOBER 26 Roundtable Meeting Trust Board
NOVEMBER 26 Fans' Forum Trust Board	DECEMBER 26 Supporter Group Visit Club Calendar Player Signing Event Seniors' Christmas Dinner Junior Grecians Christmas Party Trust Board	JANUARY 27 Roundtable Meeting Trust Board Open Day
FEBRUARY 27 Fans' Forum Grecian Groups Trust Board	MARCH 27 Roundtable Meeting Supporter Group Visit Trust Board	APRIL 27 Junior Grecians Easter Event Trust Board
MAY 27 Fans' Forum Roundtable Meeting Trust Board	JUNE 27 Trust Board	JULY 27 Open Day Annual Review of FEP and Charter (all supporters invited) "Party at the Park" Community Fun Day Roundtable Meeting Junior Grecians "Train with the Team" Trust Board Volunteers Thank You event (or July 26)

***DATES SUBJECT TO CHANGE**

THE SUPPORTERS' TRUST



The Exeter City AFC Supporters Society (the Trust) has been influencing Exeter City FC (the Club) for the past 26 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 to sit on that board. The Club board is completed by 3 independent Directors.

Over those 25 years the Trust has contributed over £2m in donations/loans and even more besides for specific projects and fundraising appeals. As well as monetary benefit, volunteer effort is estimated to be worth 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, Academy, Exeter City Women's team, the Sporting Memories initiative, and ad-hoc contributions. The Trust has also contributed funds to various Heritage Lottery projects within the ground/ stadia in promotion of the Club's history and heritage.

The Club is extremely grateful to the Trust and you for supporting the Fire Recover Fund.

The Trust is a firmly democratic organisation where members of the Trust Board are elected by its (circa) 6,000 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 on trust.secretary@ecfcst.org.uk 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. Annually we ask you to participate in a review of the FEP and Club Charter,

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 updated 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."

OUR CITY – OUR CLUB – OUR WAY

Peter Ferlie, Chair, Exeter City Supporters' Trust.

Supporters' Trust Website



SILVER

**WE ARE PROUD TO HAVE
BEEN AWARDED**



TO FIND OUT MORE
SCAN HERE:



The EFL certify that

**EXETER
CITY**



Has achieved the **Bronze Level**
of the EFL Equality Code of Practice
Season 25/26 & Season 26/27

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 14). 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 as they are 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 26 years.

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

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

Exeter City 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 the club looks to partner with the Supporters Trust and standalone charity Exeter City 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.

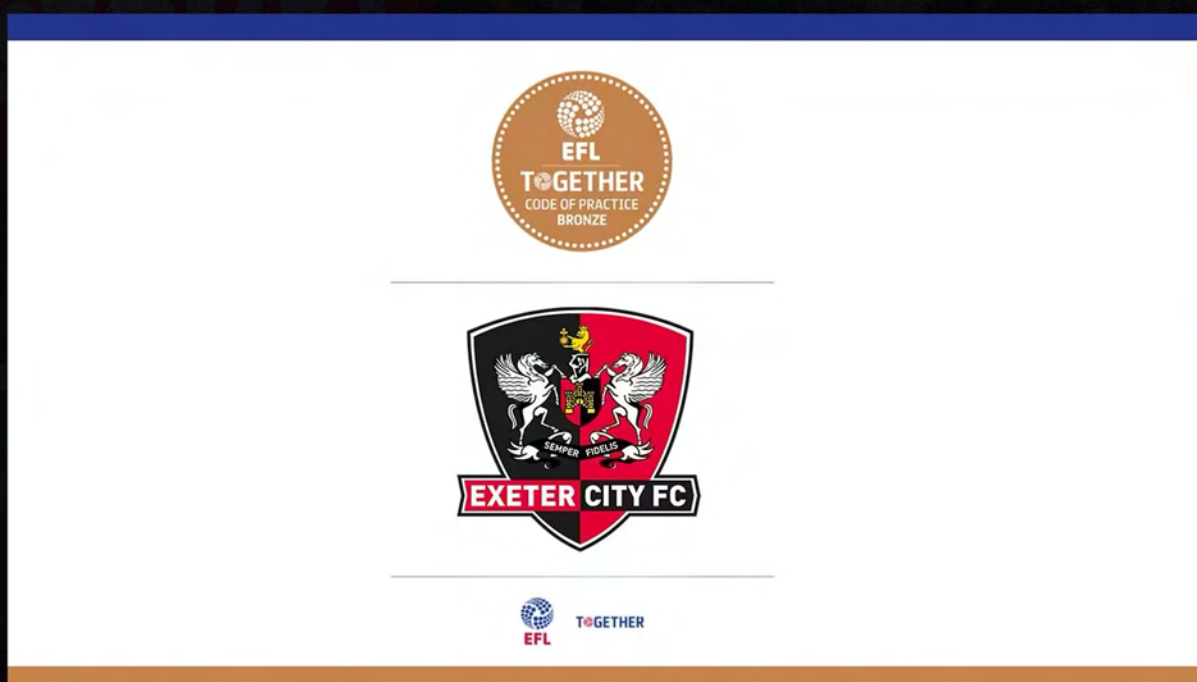
EFL Director of Equality, Diversity and Inclusion, David McArdle, said:

"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



We set out challenging targets in our 2025/26 Fan Engagement Plan:

Supporter Forum x 2	OVERACHIEVED (4)
Roundtable Meeting x 4	UNDER ACHIEVED (2)
Grecian Groups x 2	ACHIEVED
Supporter Group Visit x 3	UNDER ACHIEVED (1)
EFL Family Excellence	IMPROVED (2 nd League One and 4 th in EFL)
Club Calendar Player Signing Event x 1	ACHIEVED
Seniors' Christmas Dinner x 1	ACHIEVED
Junior Grecians Supporter Club Activity x 5	ACHIEVED
"Party at the Park" Community Fun Day x 1	ACHIEVED
Volunteers Thank You x 1	ACHIEVED
Sponsor Events x 5	ACHIEVED

25/26 REVIEW

At ECFC we are well practiced at holding supporter forums. These have been a regular occurrence for many years. These were well attended last season due to the financial pressures at the Club.

Introduced in 2013 Grecian Groups, a forum specifically for associated Supporters Clubs has seen a decline in interest despite the fact that they have been held online since Covid. A joint in person/online version in July 25 was attempted 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 due to staff availability but will be back on track for 26/27. Our one off events remain very popular indeed.

Family excellence as a holistic barometer of all our front-line activities continues to go from strength to strength. Last season our performance as rated by independent auditors increased to finishing second in League One and fourth in the entire Football League.

By far the most successful fan engagement event has been the Supporter Experience Roundtables. Unfortunately they suffered last season due to reductions in the staffing level. They have returned to running on a quarterly 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



"Thank you so much for yesterday, Isaac had an amazing day (apart from the result). Its an excellent experience to offer the kids, something i'm sure Isaac will never forget!" AS

"Just sending you this message how much I enjoyed visiting you club it is well run from your fan zone to the stewards all staff and a special shout out to first aid which I had to visit the nurse was great and the first aid people they helped me and I was able to watch the match in comfort five star club we travelled a long way but enjoy every minute from all Mansfield fans thank you for all your help." DJ

"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." – JP

As an aside, we found Exeter to be extremely welcoming and found the whole vibe around your wonderful club a breath of fresh air. Our 2 x little ones loved your junior Grecians fan zone which they were welcome into despite being dressed head to toe in tangerine! JH

"Everyone was fantastic on the day - the people on the stall, the face painter, the people on the Junior Grecian lounge, stewards - everyone we encountered." MF

"You are the best club for communication!" ST (Reading)

"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." - DR

"It is good to share issues relating to the club and to have an insight on future developments and improvements" - PW

"Having the meetings on a 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" - DL

"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. 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 pro-cesses 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." - DW

"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

Tony Badcott, Director of Supporter Engagement | E: tony.badcott@ecfc.co.uk

Peter Ferlie, Supporters' Trust Chairman/Sarah Ford, Trust Membership Secretary

Richard Knight, Supporter Liaison Officer & Customer Services | E: richard.knight@ecfc.co.uk

EXECUTIVE TEAM

John Street, Interim General Manager

Marcus Flitcroft, Technical Director Arran Pugh, Academy Director

Nicky Perryman, HR Manager

Jamie Vittles, Chief Executive, Exeter City Community Trust

FOOTBALL

Matt Taylor, First Team Manager

Abbie Britton, Women's First Team Manager

DEPARTMENT HEADS

TBA, Commercial Manager

Nick Wild, Retail Manager

Scott Palfrey, Media Manager

Dan Wagner, Catering and Events Manager

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

