



## Foreword

Welcome to Plymouth Argyle's Fan Engagement Plan for 2025/26.

As the CEO of our Club, I am proud to present our vision, aims, values, and objectives for fan engagement. At Plymouth Argyle we believe that our fans are at the heart of everything we do and their unwavering support is what drives us to succeed both on and off the pitch.

Our overarching vision is to create a truly inclusive and interactive fan experience that fosters a strong sense of community and belonging among our supporters. We aim to engage with our fans in meaningful ways and provide them with unique and memorable experiences that go beyond matchdays.

In line with our Values of Honesty, Openness and Integrity and of being Fan Focused, we are committed to building strong relationships with our supporters based on trust and transparency. We strive to create a welcoming and inclusive environment where all fans feel valued and heard.

To achieve this, we have set measurable goals for fan engagement, including setting target numbers of Fan Forums, Fan Experience Assembly meetings and other fan events to be held across the season, in addition to a number of other key outputs, such as the club's results in external fan experience audits, contributions made through Evergreen, and the performance of the Visitor Experience department. We will regularly evaluate our progress and report back to the League 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,

Andrew Parkinson  
Chief Executive



## Our Fan Engagement Commitment

Plymouth Argyle agrees to comply in full with EFL Regulation 128 and its requirements regarding Supporter Engagement.

Regular meaningful communication with supporters is important, and we will continue to do this through various channels such as official supporter groups meetings, updates on club activity via club news channels (the website, social media, email newsletters, etc) and fan forums.

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.

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.

At Plymouth Argyle we have already implemented significant changes following consultation and engagement with our fanbase, which included:

- introducing a loyalty points system for ticketing of high-profile away fixtures and adjusting the system following further feedback received from supporters
- implementing the ability to book disabled and PA tickets online (where possible)
- re-instating complimentary away coach travel for Personal Assistants
- introducing a golf buggy (with thanks to the 50/50 Society) to improve accessibility around the stadium for those with disabilities
- improving the facilities within the Biffa Fan Zone and as well as many other infrastructure improvements around the stadium to improve the supporter experience

We commit to:

- Recognising and celebrating the important role that our supporters play in the success of the club
- Creating a visitor experience where supporters, visitors and partners feel valued, engaged and emotionally connected to the club
- Encouraging inclusivity and diversity within the fan base and actively seeking to engage with all supporters, regardless of background
- Committing to resolving any supporter grievances or concerns in a timely and respectful manner
- Continuously seeking ways to improve supporter engagement and implementing feedback from fans to enhance the fan experience



## Review of 2024/25 Fan Engagement Activity

In our 2024/25 Fan Engagement Plan, we set out a series of quantifiable objectives with regards to our Fan Engagement activity, which we can now report back on.

### We pledged to:

- Comply with our EFL regulatory obligations with regards to Fan Engagement, such as holding Fan Forums. We also pledged to host working groups and ad-hoc meetings with supporter groups and individual fans where requested

### We delivered:

- All obligations with regards to EFL regulation 128, which relates to Fan Engagement. We also held consultations with members of the previous iteration of the Fan Assembly, to obtain their feedback regarding the proposals for the group's re-launch, and made ourselves available for supporter groups or individual fans to contact us with queries and feedback throughout the season.

### We pledged to:

- Re-form and re-launch the club's Fan Assembly

### We delivered:

- The re-launch of this group as the Fan Experience Assembly in the summer of 2025: a fully-fledged supporter body comprised of supporter representatives from across the spectrum of our fanbase, diversifying the representation significantly, and with the necessary frameworks and processes to operate formally and efficiently

### We pledged to:

- Aim for excellence and to achieve the highest rating possible within external audits of our customer service and matchday experience, such as the EFL Family Excellence Scheme, reporting back on our progress and using our scores as a measure of our performance in this area

### We delivered:

- Gold award status in the EFL Family Excellence Scheme for the third successive season, with a score of 9/10 overall across all touchpoints in the customer journey, across 2 separate audits held in the 24/25 season

### We pledged to:

- Support and invest in the club's Visitor Experience team, to drive improvements to the matchday experience for all supporters



We delivered:

- Additional investment to the Visitor Experience budget to allow for the recruitment of an additional full-time member of staff to join the team, expanding our capacity to deliver fan-related projects and excellent customer service on both matchdays and non-matchdays. We have also made several improvements to the infrastructure in and around the stadium on matchdays, such as within the Biffa Fan Zone, to enhance the matchday experience for supporters.

We pledged to:

- Contribute to the continued growth and success of the club through contributions acquired through Evergreen memberships

We delivered:

- Funds raised through Evergreen have made a direct contribution to several areas of the club, with funds allocated to First Team operations and the Academy, among others.

We pledged to:

- Ensure that incoming supporter correspondence is handled in accordance with stated response times and processes

We delivered:

- Response times via the Visitor Experience team which ensured supporter queries were handled quickly and efficiently.



## Our Engagement Structure

Plymouth Argyle'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 supporter groups and individual supporters regularly throughout the season, hold Fan Forums, working group meetings and have recently re-formed our Fan Assembly into the Fan Experience Assembly; a body made up of a diverse group of supporters from different backgrounds, representing the wide spectrum of our fanbase. All these measures ensure we can listen and learn from supporters on what areas matter to them.

We commit to meeting supporters and supporter groups throughout the course of the season and operate a multi-level engagement policy whereby over and above our regulatory commitments, we make ourselves available, via the club's Visitor Experience team, for dialogue and discussions where requested, to allow all those interested to listen, contribute and engage with a number of Club personnel.

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

All Fan Forum meetings are attended by senior staff, including (where possible): the Chairman, Chief Executive, Head Coach and Head of Finance. Additional meetings, such as meetings of the club's new Fan Experience Assembly, are attended by various members of the club's senior management team, which may include the Club Secretary, Head of Marketing & Communications, Head of Venue, Conferencing & Events, Visitor Experience Manager and Supporter Liaison Officer. At least 2 Fan Forums shall be held per season.

In addition to Fan Forums, the club will also hold quarterly meetings with its new Fan Experience Assembly. Newly reformed for 2025/26, the FEA shall be comprised of representatives from across the spectrum of our supporter base and provide a regular, consistent opportunity for fans to provide feedback, ask questions and be consulted upon various aspects of the club which matter to them, in relation to supporter engagement and the match day experience.

Assembly representatives were selected via an open application process, providing the opportunity for all supporters to be involved and to stand as a representative on the Assembly if they wish. Elections were held in positions where multiple supporters put themselves forward for a particular seat, to ensure a fair and democratic process.

A list of all Assembly representatives will be made available on the club website, with supporters encouraged to reach out to their local representative with any issues or questions, so that these can be raised at the next Assembly meeting on the supporter's behalf.





Supporters can also contact the club at any time, via the Visitor Experience Team. This team includes the club's Supporter Liaison Officer and Disability Liaison Officer, and is dedicated to:

- ensuring that all supporters enjoy the very best quality match day experiences during their visits to us
- listening to, acknowledging and responding to all queries in a professional and timely manner, with honesty and transparency
- handling all concerns and complaints, endeavouring to resolve these with sympathy and understanding
- receiving supporter feedback and proactively watching for/identifying patterns or trends, reporting them accordingly for changes to be considered by management

Contact details for the Visitor Experience team can be found on the club website and supporters are welcome to contact the club at any time with any queries. Further opportunities to provide feedback and input are provided via supporter experience surveys, sent out to valid ticket holders following home matches, and we encourage fans to speak to our Here to Help team (staff wearing purple jackets) as they exit the stadium on matchdays, with any feedback or comments on their matchday experience.

## 2025/26 Fan Engagement Objectives

For the coming 2025/26 season, we have laid out several objectives with regards to our Fan Engagement activity. We pledge to:

- Comply in full with EFL Regulation 128 and its requirements regarding Fan Engagement.
- Commit to meeting individual supporters and supporter groups throughout the course of the season and operate a multi-level engagement policy whereby over and above our regulatory commitments, we make ourselves available, via the club's Visitor Experience team, for dialogue and discussions
- Deliver suitable members of club management to attend Fan Forums and Fan Experience Assembly meetings
- Establish the Fan Experience Assembly (FEA) fully, holding quarterly meetings across the 2025/26 season
- Ensure the FEA and its representatives operate in accordance with the processes laid out in the FEA Constitution and Code of Conduct
- Provide a suitable platform for the FEA to thrive, including communicating with the wider fanbase via club news channels to inform supporters of the group's existence, and building a section for the group within the club's website to list all members, providing information for fans on how to submit feedback to the FEA representatives
- Record all instances where feedback was brought to the FEA and action was taken, and publish a "you said, we did" style document to demonstrate the FEA's contributions and improvements to the overall fan experience
- Aim to achieve Gold award status in the EFL Family Excellence Scheme, as a measure of the quality of visitor experiences delivered on matchdays



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Home Park, Plymouth, PL2 3DQ

- Report back on customer satisfaction surveys sent throughout the season, along with plans as to how the club intends to action common themes/issues raised
- Proactively seek supporter feedback throughout the season to drive positive change
- Continue to support key projects throughout the club via funds raised by supporters' Evergreen memberships, publicising and making it clear to supporters how their money is being spent and what projects have benefitted directly from Evergreen funds
- Respond to all incoming supporter queries to the Visitor Experience team in accordance with our stated response times



## Fan Engagement Timeline 2025/26

### Fan Forums

Plymouth Argyle shall meet its regulatory commitments by holding at least 2 Fan Forums over the 2025/26 season. The first will be held on 31 July 2025, with a date and time for subsequent meetings to be confirmed. We actively encourage supporters to engage with this event and to submit questions or topics for discussion. Supporters can attend in person, and the event will also be live streamed through club media channels to allow fans to engage and follow proceedings anywhere in the world.

For full details, please see the relevant article published on the club website.

### Fan Experience Assembly

The Fan Assembly has re-formed in 2025/26, with a slightly different title: the Fan Experience Assembly. A body which has existed previously, the Assembly provided a crucial opportunity for supporter groups to meet and engage with club management on a number of key supporter issues, and the club was keen to continue providing these opportunities.

The club recognised it is now in a different place with regards to its relationship with our supporters than when the Assembly was first established, so now was an appropriate time to review the aims, objectives, representation and remit of the Fan Assembly, to ensure the group best meets the needs of our supporters moving forwards.

As part of this process, it was important to ensure that members who hold a seat on the Assembly are truly representative of the wide spectrum of the supporter base. The membership of the Assembly, therefore, was reviewed for 25/26, with a view to expanding and diversifying its representation.

The list of seats on the new FEA are as follows:

Appointed Seats, for organisations already officially affiliated with the club, are as follows:

- Argyle Fans' Trust
- Argyle Pride
- HerGameToo
- PADSA (Plymouth Argyle Disabled Supporters Association)

Elected Seats:

- Argyle From Afar: International Representative
- Argyle From Afar: UK Representative
- Away Games Representative
- Devon & Cornwall Representative
- Devonport End Representative
- Evergreen Representative
- Family Experience Representative
- Lower Mayflower Stand Representative
- Lyndhurst Road Stand Representative





- Seniors (65+) Representative
- Upper Mayflower Stand Representative
- Young Fans (16-21) Representative

It was important for the club to have representation on the FEA from as many diverse communities and backgrounds as possible. It was therefore decided that seats should be provided to:

- The Argyle Fans' Trust, as the club's officially affiliated supporter organisation
- Each stand in the ground, so that the matchday feedback of each respective area can be heard in its own right
- Those who live further afield than the city of Plymouth, as the experience of engaging with the club is very different for those who do not live locally. We understand that our international fans; those who live in the UK but not in counties local to us; and those who live in Devon & Cornwall, but not in Plymouth itself; all experience matchdays differently from those who live in the city, and to each other. A rep for each of these groups will ensure those unique experiences are all captured.
- Fans from as many backgrounds, ages and identities as possible: we are proud that the voices of the LGBTQIA+ community, female supporters, those with disabilities or access needs, senior citizens, families and young people will all be represented
- Fans who regularly travel to away games, as this experience is very different to home games but nonetheless represents a significant part of the supporter's engagement with the club over the course of the season, and should have the opportunity to comment on the fan experience in the way fans do for home matches
- Evergreen members, to capture the experience of engaging with the club specifically as an Evergreen member, ensuring their membership offers value for money

The selection and election processes to fill these new seats was conducted over the summer of 2025 and the first meeting shall be held on 29 July 2025, ahead of the new season. The FEA shall meet with the club quarterly, with subsequent dates for future meetings to be confirmed.

A list of all Assembly representatives will be published on the club website, with supporters encouraged to contact their local rep with any questions or issues, which can then be raised on their behalf at the next meeting.

All supporter representatives shall serve and hold office for 2 seasons. The current membership will therefore be in place for the 2025/26 and 2026/27 seasons, before the selection/election processes begin again for the next term.

An approximate timeline for the current cycle of the FEA is as follows:

- **July 2025:** FEA selection and election processes conducted, and first meeting held
- **October 2025:** 2<sup>nd</sup> meeting
- **January/February 2026:** 3<sup>rd</sup> meeting.
- **April 2026:** Final meeting of the 25/26 season.
- **July/August 2026:** 1<sup>st</sup> meeting back for the 26/27 season.
- **October 2026:** 2<sup>nd</sup> meeting of 26/27 season.
- **January/February 2027:** 3<sup>rd</sup> meeting of 26/27 season.
- **April 2027:** Final meeting of the 26/27 season.



- **Summer 2027:** 2 year cycle ends, election processes held to finalise members for the next 2 year term cycle

## Supporter Queries

Supporters are able to reach out to the club at any time across the year, and do not need to wait for a Fan Forum or Fan Experience Assembly meeting to raise a query. Our Visitor Experience team are on hand to assist with any questions or queries you may have, so please reach out to us via [supporters@paafc.co.uk](mailto:supporters@paafc.co.uk) if there is anything you need.

## Our Commitment to You

Plymouth Argyle 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.

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 Club will provide updates on the performance of the FEP, including any successes or challenges faced, and how these are being addressed.

We aim for fan engagement to be measurable and quantifiable, and will seek to measure this through the following:

- Number of supporter events, such as Fan Forums, Fan Experience Assembly meetings and other fan events
- Number of areas consulted upon at Fan Forums and via the Fan Experience Assembly
- Evergreen contributions
- Performance of the club in internal and external audits, such as post-match surveys and the EFL's Family Excellence Scheme
- Club resources allocated to supporter experience and engagement
- Performance of Visitor Experience team against agreed targets for response times to supporter queries

We welcome any feedback across any areas of the club, and encourage supporters to contact our Visitor Experience team (via email: [supporters@paafc.co.uk](mailto:supporters@paafc.co.uk)) with any comments or suggestions.



## Collaborating with our Supporter Groups

*"The Argyle Fans' 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"*

Virginia Pike, Argyle Fans' Trust Chair

## Find Out More

We'd love to hear back from our supporters on this FEP. Supporters can get involved in our Fan Engagement Plan by reaching out to our Visitor Experience team.

We encourage feedback, suggestions, and ideas on how together we can improve the fan experience across the multiple areas of engagement detailed across this FEP.

Supporters can also join established fan groups, participate in club events and initiatives or feedback via their most relevant representative on the Fan Experience Assembly (a full list of representatives and contact details can be found in the Fan Experience Assembly section of the club website), to help shape the Fan Engagement Plan and make a positive impact on the overall fan experience.

To contact us, please reach out via email at: [supporters@paafc.co.uk](mailto:supporters@paafc.co.uk).