



Fan Experience Assembly 2025/26 - Meeting Minutes, 13 December 2025

1. Attendees & Apologies

FEA Representatives:

In the room:

Gary Mudge (Chair)	Evergreen
Tina Debenham (Vice Chair)	Lyndhurst
Harry Pearse (Secretary)	Young Supporters (16-21)
Hayley Borman	HerGameToo
Ian Bruce	Seniors
Susan Clark	PADSA
Ian Lobb	Devonport End
John McNulty	Vice Presidents
Virginia Pike	Argyle Fans' Trust
Debbie Foweraker	Devon & Cornwall
Patrick Burnitt	Upper Mayflower
Mark Stidson	Away Games
Tony Laine	Lower Mayflower

Joined remotely:

Kevin Buckthought	Argyle From Afar – UK
Nigel Ricks	Argyle From Afar – International

Club Representatives:

Paul Berne (PB)	CEO
Christian Kent (CK)	Head of Venue
Jamie Yabsley (JY)	Head of Marketing & Communications
Dan Phippen (DP)	Visitor Experience Manager

Apologies:

Chris Corbett	Argyle Pride
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Non-attendees:

Tony Philpotts	Family Rep
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2. Introductions & Welcome

- GM opened the meeting, thanked all for attending, and reiterated the purpose of the FEA as a collaborative working group, not a top-down information session.
- Emphasis placed on mutual respect, constructive dialogue, and shared problem-solving.
- Meeting agenda:
 1. Club update from CEO
 2. Review of previous actions
 3. Pre-submitted questions
 4. Questions from the floor
 5. Future engagement and FEA processes
 6. AOB

3. Club Update (CEO – Paul Berne)

On-Pitch Performance

- Performance acknowledged as below expectations, despite strong squad potential.
- Recruitment challenges contributed to instability earlier in the season.
- Derek Adams has returned in a strategic advisory role to support football operations.
- Shift toward a more defensively solid approach in recent matches.

Injury Updates

- Several injured players expected to return soon, giving the squad a welcome lift.

Transfer Window

- Some limited movement expected in January, aligned with financial constraints.

Off-Pitch Updates

Foulston Park

- Progress continues, though ground contamination caused significant cost increases and timeline delays.



- Academy scheduled to move in January; women's team likely to continue playing at Home Park.

Financial Position

- Financial outlook described as extremely challenging, exacerbated by relegation.
- Club focused on cultural alignment, community values, and sustainable operations.
- Commitment to honesty around what can and cannot be delivered given constraints.

4. Review of Previous Action Points

The club provided updates on all actions agreed at the October meeting:

- Medical exemption certificates: Process being developed and tested with EDI and Safety teams.
- Security checkpoint signage: Reviewed and included within a broader signage redesign planned for the new year.
- Relocation of external Portaloos: Several already moved; remaining units to be repositioned before next home match.
- Additional fan zone seating: Ordered and due for installation in early January.
- Stewarding of yellow-hatched areas: Reiterated at all matchday briefings; ongoing monitoring.
- Mascot parent positioning: Parents now instructed to remain in seats; professional photos capture mascot activity.
- Staff movement in front rows: Updated guidance issued to all front-facing teams to use concourses where possible.
- Cashless stadium: EDI Manager preparing a final recommendation for the next meeting.
- Evergreen TV discount integration: To be incorporated into new digital platforms in early 2026.
- Evergreen shirt upgrades: Options under review, with future campaign flexibility being explored.



- Shirt delivery comms: Communications to be improved for future distribution cycles.
- Ticket Exchange credit use: Completed and implemented to include use for away and cup fixtures.
- QR code seat stickers for matchday reporting: Ready to implement when new text number is confirmed.
- PA system: Club to present options early in the new year regarding remedial work vs. full replacement.

5. Pre-Submitted Questions & Answers

Venue / Stadium / Facilities

Q: Why have there been no noticeable improvements to the PA system?

A: The club is actively working on the ageing PA system, carrying out match-by-match adjustments with specialist contractors. Full replacement is a major capital project requiring off-season access and significant investment. A detailed options paper is being produced for review early next year.

Q: What is happening with the long-standing comfort issues in the Upper Mayflower?

A: The club confirmed that improving seat comfort would require structural changes to the 1930s stand, including altering the rake and rebuilding sections—rendering it financially and logistically unfeasible. The issue is acknowledged, and expectations will be clarified in fan guides.

Q: Can safe standing be implemented in the Lower Mayflower?

A: Safe standing requires identical provision for home and away fans, careful consideration for accessible areas, and full sightline modelling. Current league requirements do not mandate it, and the club is not on the national watchlist for standing issues. It remains under long-term review.

Stewarding / Security / Safety

Q: What action is being taken about drug-fuelled or racist behaviour? Could text alerts reach away officials? Could sniffer dogs be reinstated?

A: All reports go directly to the control room for immediate assessment. Sniffer dogs are deployed based on risk intelligence; they were used regularly in the Championship but



are used selectively in League One. Relevant information can be quickly shared with away clubs where needed.

Q: Following the recent fire outside the Devonport End, will the club consider overnight security patrols?

A: Overnight security is already in place. The recent incident was detected quickly by sensors, triggering an immediate response from security and emergency services.

Q: Concerns raised about crowd management and safety at Exeter City away. What more can be done?

A: Although away-match operations are ultimately the host club's responsibility, Argyle will take a more proactive role in engaging with police and safety teams in advance of higher-risk fixtures to avoid a repeat of the issues experienced.

Food & Beverage / Hospitality

Q: Why has food selection gone down in the Fan Zone? Can season ticket holders receive beer discounts?

A: Fan Zone food offering has expanded, with positive EFL audit feedback. The club is open to further suggestions. Regular beer discounts are not feasible due to financial pressures, but the early-bird rate remains available.

Q: Can hospitality menus include seasonal game meats?

A: Hospitality menus are refreshed every matchday and monthly in other venues. Game meats have been trialled previously but receive mixed feedback. Chefs continually adapt menus based on guest response.

Q: Can the hospitality model and promotion be reviewed due to declining uptake?

A: Lower attendance since relegation has impacted hospitality use. Subtle improvements have already been made, with a full brand refresh scheduled for summer 2026. Flexible options such as a "flexi hospitality package" are being considered for next season.

Ticketing

Q: Will Argyle offer reciprocal pricing for away fans on last-minute rearranged fixtures?

A: The club always accepts reciprocal pricing when offered by the home team, although many clubs opt not to participate. Timing and ticket sales often restrict the ability to



apply changes after sales have begun.

Q: Can the club lobby all-seater away stadiums to provide seating for fans who prefer not to stand?

A: The club will raise the issue at EFL League One meetings. Ultimately, seating enforcement is the responsibility of the host club's safety team.

Retail

Q: Could the club partner with Love2Shop?

A: Enquiries have been initiated; feasibility dependent on commercial arrangements and technical integration.

Q: Can more products be added to the 2-5 infant range?

A: Data shows low sales in this age category, making broader ranges difficult due to minimum order quantities. Feedback from the recent retail survey will inform future planning.

Q: Could Ticket Exchange credit also be used in retail?

A: No. The systems are not integrated. However, the upcoming Fortress loyalty programme will offer cross-site points and benefits.

Communications

Q: Request for stronger communication around club work, values, and support for community causes.

A: The club will review how it can increase visibility of off-pitch work, including Evergreen-funded projects and community initiatives.

Argyle TV

Q: Why was a rival fixture broadcast on live audio during the FA Cup game?

A: For FA Cup fixtures, the club must use the FA-appointed broadcast partner, limiting control. Early technical issues were caused by the provider; Argyle will continue to feedback concerns.



Evergreen

Q: Can Evergreen spending updates be more frequent?

A: From July 2026, the club will move to more transparent, itemised communications to show tangible outcomes supported by Evergreen funds.

Q: Could Evergreen members buy an additional ticket for selected home matches?

A: Due to overall demand and season-ticket base size, guaranteeing extra seats is not feasible without risking availability for other members. This may be revisited for lower-demand games.

Q: Could a simplified, lower-cost international Evergreen tier be introduced?

A: The club already offers a cheaper international package, and further simplification will be considered as the Evergreen and Fortress systems evolve.

Miscellaneous

Q: Why is the 50/50 seller no longer inside the Lyndhurst?

A: The 50/50 operation is volunteer-run. Coverage varies depending on volunteer availability; feedback will be passed to the organising group.

Q: Proposal for mental-health support sessions (e.g., Leyton Orient model).

A: Argyle is working with the EFL on an upcoming campaign that will include mental-health related initiatives. More details to follow.

Q: Can the club increase support for #HerGameToo and address sexist abuse at men's fixtures?

A: The club reaffirmed its commitment to supporting HerGameToo, will improve communication channels, and is open to expanding presence at home and away matches. A review of internal contact processes will take place.

6. Questions from the Floor

- Suggestion to RAG-rate action logs for clearer tracking — agreed.
- Comments regarding Away Day behaviour, stewarding, and visibility of club presence — noted.
- Discussion on pre-poured pints; club to consider surveying supporters.



- Proposal for a dedicated HerGameToo buddying system for away matches — supported in principle.

7. Pulse Survey – FEA Leadership Team

- First trial survey highlighted away travel and away match experience as key themes.
- Club agreed to help distribute future surveys more widely to improve data quality.

8. FEA Reach / Advertising

- Reps expressed desire for improved visibility and clearer routes for fans to contact them.
- Club to explore:
 - Website profiles
 - Programme features
 - Matchday screen graphics
 - “You Said, We Did” quarterly updates
 - Contact QR codes and/or cards
- Future work to be coordinated between club and FEA leadership.

9. Any Other Business

Clarification needed around food/drink access during women’s matches; club will produce a short fan guide outlining available facilities and entry points.

10. Date of Next Meeting

Spring 2026 – Date to be confirmed following TV selections.



11. Actions

Stadium / Safety / Operations

- Prepare full PA system options (remedial vs. full replacement) with costs for review in early 2026.
- Produce a Women's Matchday Fan Guide clarifying access, concessions, movement, and facilities at Home Park.
- Proactively liaise with away-ground safety and policing teams before higher-risk fixtures (following Exeter away issues).

Food & Beverage / Hospitality

- Incorporate supporter feedback into the Summer 2026 Hospitality Brand Refresh.

Ticketing

- Raise seating-option concerns for all-seater away stadiums at the next EFL League One meeting.

Retail

- Continue exploring Love2Shop voucher acceptance as a potential retail partnership.
- Review scope for expanding the 2-5 infant clothing range using insights from the recent retail survey.

Evergreen

- Provide clearer, more frequent Evergreen spending updates from July 2026 onwards.
- Assess feasibility of a simplified, lower-cost Evergreen international tier within the upcoming Fortress system rollout.

Inclusion / Behaviour

- Improve HerGameToo communication routes to ensure faster responses and clearer points of contact.
- Explore a women-friendly / buddy-system away-day pilot with HerGameToo and regular female travellers.

Mental Health

- Report back on involvement in forthcoming EFL mental-health initiative, with details to be confirmed at a future meeting.



FEA Visibility & Reach

- Develop a plan to increase FEA visibility, including website profiles, programme listings, matchday screens and “You Said, We Did” updates.
- Identify and appoint a Women’s Game Representative to ensure consistent feedback for women’s fixtures.

Pulse Survey

- Refine and expand distribution of the Pulse Survey, with the club supporting wider rollout across official channels.