WE ARE IMPS

LINCOLN CITY FOOTBALL CLUB

FAN ENGAGEMENT PLAN

2025/26 SEASON

WE ARE IMPS

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INTRODUCTION

DAVID LOWES

NOMINATED BOARD LEVEL OFFICIAL FOR FAN ENGAGEMENT

COLLECTIVELY WE CAN BE PROUD AS WE LOOK FORWARD TO OUR SEVENTH CONSECUTIVE CAMPAIGN IN LEAGUE ONE.

Being a club to be proud of is the overriding objective of the Board and everyone at the club. Football clubs play on a much bigger footprint than the pitch and we see every interaction with fans, the wider community and stakeholders as an opportunity to have a positive impact.

It's important to record we are fully compliant with the new standards for fan engagement in club decision-making within the Football Governance Act. Significantly, our reforms have exceeded the standards the new regulator expects and we have included again the seven commitments the club made last year in this plan as they are critical to ensuring our supporters are represented in both the short and long-term plans for the club.

This is our second annual fan engagement plan created to deliver the three key aims of our fan engagement strategy which are;

- make lasting memories through great experiences
- provide transparency through open communication
- live our values through meaningful actions

It has been approved by the Board and submitted to the EFL.

Once again we have received external recognition, including the EFL Family Excellence Gold standard for the third season in a row, our fan engagement and your fan survey responses are encouraging in that they continue to score us highly across all the key metrics. However they also point to where we can do even better and that is exactly what we intend to do.

As the board member responsible for fan engagement I will be working alongside Liam, Rob Noble, fan elected directors Amanda Slater and Phil Scrafton, the Red Imps Community Trust and the Fan Advisory Board to make the coming season one in which you feel truly connected to the club.

We want you to know and feel you matter as much to the club as the club matters to you.

DAVID LOWES

OUR 7 FOOTBALL GOVERNANCE ACT COMMITMENTS

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- COMPLETE
- IN PROGRESS
- NOT DONE

1. WE WILL BE READY FOR INDEPENDENT REGULATION.
2. WE WILL WORK TO ENSURE EXTENSIVE REACH AND REPRESENTATION OF OUR FANBASE.
3. WE WILL CREATE A GOLDEN SHARE KNOWN AS “THE FANS’ SHARE”.
4. WE WILL HAVE A NOMINATED BOARD LEVEL OFFICIAL FOR FAN ENGAGEMENT.
5. WE WILL MAINTAIN A STRONG RELATIONSHIP WITH THE RED IMPS COMMUNITY TRUST AS HOLDERS OF “THE FANS’ SHARE”
6. WE WILL MAINTAIN A STRONG PARTNERSHIP WITH THE FAN ADVISORY BOARD IN REPRESENTING FAN INTERESTS.
7. WE WILL BE GUIDED BY A FAN ENGAGEMENT STRATEGY EXECUTED THROUGH A BOARD APPROVED ANNUAL FAN ENGAGEMENT PLAN.

FAN ELECTED DIRECTOR

PHIL SCRAFTON

FAN ELECTED BOARD MEMBER

Having been elected by fans to represent them on the Board in the autumn of 2024 I've been welcomed by directors and investors who've made it very clear how much they value our fanbase. We might glibly recall Jock Stein's famous words that, "without the fans, football is nothing" but it is the case. Now, especially now, in our world of financial investment that is so huge it makes your head spin, the fans' interests can - and sometimes are - left way down the pecking order.

Not so at Lincoln City. We have properly constituted organisations that directly support and represent the fan base on a number of fronts including, crucially, in the boardroom. The FAB and the Trust are busy and constantly accessible to take comments, concerns and suggestions forward and to ensure that feedback is listened to and responses given.

I aim to contribute to those who already do so much and to offer my own experience and skills of the planning and development sector to various strategic issues we face as a football club. I also aim to provide a conduit to those fans who don't directly engage in dialogue with the club, the FAB and the Trust through friendly conversations as we travel to and from matches and in the pubs before and afterwards.

The club's over-arching Fan Engagement Plan results from very close collaboration and it is fundamental to ensuring everyone's interests are best met, activities and promotions are coordinated to maximise the benefits to all fans.

One thing is for certain, we won't always agree, however, everyone's opinion is important and should be heard and the dialogue between the fans and the club is valuable however and wherever it takes place if it's well meaning and respectful.

#ImpsAsOne

P. Scrafton

PHIL SCRAFTON

2024/25 FE HIGHLIGHTS

We have worked in consultation with supporters' clubs, representative groups and our wider fanbase to deliver meaningful fan engagement activities.

July
- New website launched alongside CRM system to assist with improved and more personalised supporter engagement.
- Imps 4 All ticket scheme relaunched after successful first season
- First team pre-season tour in Spain saw fans able to watch the game and meet the players and staff.
- Fan Engagement Plan 2024/25 signed off by the board and published.
- Attendance 4 Attendance scheme launched into schools

August
- Awarded the Gold Award by the Fan Engagement Index, finishing third overall in the EFL and Premier League.
- Open training session and meet the players event
- New matchday activity including a new Poacher's Den in the Community Hub.

September
- Fans Forum held with directors and senior staff

October
- New supporter elected director appointed to the LCFC board.
- Black History Month event held in the Legends Lounge
- New official App launched for supporter communications

November
- LNER Stadium Fireworks night

December
- Players' hospital visit
- Supporter vote to induct more legends to the LNER Train of Fame, honouring former players and managers.

January
- Minutes applause for supporters and former players who passed away in the preview 12 months
- Annual report published which included a page on fan engagement

February
- SEND matchday visit and report on experience

March
- Fans Forum with exclusive insight from Jez George and Michael Skubala
- Junior Takeover Day
- Annual fan survey sent to supporters
- Matchday support for Unite for Access
- Promotion of the Her Game Too campaign

April
- Junior supporters meet and greet with members of the first team.
- Player visits to Foundation Holiday Club

May
- EFL Family Excellence Gold awarded to the club
- Community World Cup held at the LNER Stadium

June
- CEO, Director of Football and Head Coach appear on fan created and hosted podcast at a live event at the stadium.

WE ARE IMPS

New-look Poacher's Den
Following the completion of the Co-op Community Hub in May 2024, the Imps were able to utilise part of the new facility as a brand new family-friendly area open to supporters of both sides ahead of games at the LNER Stadium.
The new facility, which is run by the Lincoln City Foundation, has a pool table, putting green and speed stack challenge, as well as plenty for the family to get involved with – there's even a TV for Imps to play FC25 on as well and it has been a great addition for families to meet and engage with fellow supporters from both home and away clubs before fixtures.

Black History Month event
The Imps' home game against Birmingham City on Saturday 19 October saw the club promote the EFL's Together Against Racism campaign. On Sunday 20 October, the Branston Legends Lounge hosted a Black History Month art exhibition and panel, in collaboration with Lincolnshire FA and local community groups to help celebrate heritage and narratives.
City defender Tendayi Darikwa joined former Imps Jason Lee and Gavin Gordon, as well as current Lincolnshire grassroots referee Michael Howard, to discuss their heritage, experiences, and what Black History Month means to them to a room full of supporters and people from the local community.

EFL Family Excellence Gold award
City were again named among the best clubs in the EFL for their matchday family experience. The Imps were rated third out of all 72 EFL clubs in the league scheme, which sees EFL clubs assessed through mystery shoppers. City were celebrated for the quality of their pre-match communication to supporters, family entertainment and the service of their fan representatives, which all contributed to ensuring families enjoyed a positive experience. Matchday social media was described as the best in the EFL for the second year in a row, while the club's approach to emails was hailed as outstanding.

Community World Cup 2025
The Community World Cup attracted more than 600 people from across Lincoln and beyond, with players representing five continents, with many having the chance to play on the LNER Stadium turf for the first time. Meanwhile, spectators were able to enjoy food and entertainment.

LCFC FAN ENGAGEMENT STRATEGY 2025/26

WE ARE IMPS

VISION	A CLUB TO BE PROUD OF
FAN ENGAGEMENT MISSION	TO RETAIN AND GROW OUR FANBASE BY MAINTAING A STRONG EMOTIONAL CONNECTION THROUGH OUR VALUES, QUALITY OF COMMUNICATION AND BY DELIVERING POSITIVE EXPERIENCES
KEY PARTNERS	RED IMPS COMMUNITY TRUST; FAN ADVISORY BOARD; FAN LED REVIEW WORKING GROUP
STRATEGIC DELIVERABLES	• NEW FAN ADVISORY BOARD TERMS OF ENGAGEMENT • A RANGE OF ACTIVITIES DESIGNED TO REACH ACROSS OUR FANBASE • ENSURING CONTINUED HIGH SCORES IN OUR ANNUAL FAN SURVEY • ACHIEVING EXTERNAL RECOGNITION FOR OUR FAN ENGAGEMENT

ACTIVITY PILLARS

	TRANSPARENCY THROUGH COMMUNICATION	MAKING MEMORIES THROUGH GREAT EXPERIENCES	LIVING OUR VALUES THROUGH ACTIONS
EXAMPLES	• KEY CLUB MEETING MINUTES PUBLISHED • IMPS+ APP NEW FEATURES • NEW CONTENT FOR AREAS HIGHLIGHTED BY FAN SURVEY	• HERITAGE ACTIVITIES CONNECTING CLUB AND CITY • EFL FAMILY EXCELLENCE GOLD AWARD ACHIEVED FOR THIRD CONSECUTIVE YEAR • JUNIOR IMPS TAKEOVER DAY	• IMPS FOR ALL TICKETS SCHEME • CITY LEISURE CENTRE SUPPORT THROUGH OUR FOUNDATION CHARITY • YOU SAID WE DID UPDATES

EFL FAMILY EXCELLENCE GOLD AWARD 2025

FAN ENGAGEMENT INDEX 2024 GOLD AWARD LINCOLN CITY FC

HOW WE ENGAGE OUR FANS

There are a number of mechanisms that we update supporters through including:

- Two elected supporter directors on the Board
- A Fan Advisory Board (FAB) who are consulted and engaged on key operational topics and long-term, strategic plans that impact supporters.
- Open fan forums at least twice per year, attended by club directors, CEO and senior staff for fans to share opinions and ask questions about the running of the club.
- Regular engagement with supporters clubs, including the Red Imps Community Trust, Lincoln City Foundation, John O'Gaunt's Club, 617 Squadron, the Disabled Supporters Association and other official supporters' clubs.
- LCFC Annual Fan Survey, the EFL fan survey and our own ED&I survey as well as specific supporter panel survey's on key topics.
- A 'You Said, We Did' page on our website to show how what action we have taken in response to supporter feedback.

The best place for supporters to hear the latest news is the club website: **www.weareimps.com** and across the club's social media channels.

Visit our dedicated page **HERE**:
www.weareimps.com/fans/fan-engagement

HOW WE ENGAGE VISITING FANS

We recognise fans of all clubs. Each year we host around 20,000 away fans and it's important to us we engage with them positively providing an enjoyable, friendly and and safe experience. Each year we review our away fans provision and look to make improvements.

Here are some of our initiatives:

- Investment in brand new toilet facilities & improved catering facilities with significant expansion of the concourse area.
- New covered area for disabled spectators.
- Dedicated away SLO with support from the broader SLO team.
- Steward training.
- Contact and feedback opportunities via email: **feedback@theredimps.com**

The best place for away supporters to get information regarding their visit is the club website: **www.weareimps.com** where we have an away fans guide detailing all the information required ahead of the visit.

Our SLO also welcome's questions in advance of fixtures to help plan your day at the LNER Stadium: **slo@theredimps.com**

AWAY SUPPORTER FEEDBACK

A selection of feedback from away supporters from last season.

"The staff in the bar were extremely friendly, helpful and efficient."
Charlton Athletic supporter

"I just wanted to drop you a message to let you know how impressed I was with your whole club on Saturday. All in all we had a great experience visiting your club and your beautiful city."
AFC Wrexham supporter

"The supervising steward especially was an absolute gentleman."
Leyton Orient supporter

"I would like to compliment your club on the condition of the gents toilets, I'm pleased to say how spotless and clean the toilets were, this was noticed by all the supporters."
Shrewsbury Town supporter

HOW YOU CAN MAKE YOUR VOICE HEARD

WE ARE IMPS

We welcome contact from supporters on a regular basis. To help ensure your comments reach the right place, please use the information below to contact the relevant people.

Direct Club Feedback

E-Mail: **feedback@theredimps.com**
Telephone: **01522 880011** (10am – 5pm Mon to Fri)
WhatsApp: **01522 563794**

Matchday supporter liaison officer:

slo@theredimps.com

External Supporter Groups

Fan Advisory Board:

fabchair@theredimps.com

Red Imps Community Trust:

www.redimpstrust.co.uk/contact

THE FAN ADVISORY BOARD (FAB)

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Since being created in 2018 the Fan Advisory Board (formerly the Supporters Board) has deservedly provided the fans of Lincoln City Football Club with a voice on key non-football matters including finance and strategy which is listened to by the club's hierarchy who regularly use our input and views to steer their decision making.

FAB input on key topics

- The club's strategic vision and objectives;
- Enhancing the fan experience;
- Stadium development projects;
- Sustainability, corporate and social responsibility initiatives;
- Improving fan products and services;
- Football governance/heritage assets;
- Equality, diversity and inclusion;
- Providing support and resources to representative groups and the wider fanbase;
- Any other club relevant topics arising from club surveys, fan panels and working groups, which would allow for the club to keep abreast of fan-facing issues and topics;
- Operational matchday issues of concern to supporters

Key items discussed with the club's hierarchy during the past 12 months have included:

- Club investment & financial accounts
- New EFL TV deal, streaming & fixture reschduling
- Season memberships, matchday pricing and stadium zoning
- Away ticketing & travel pricing
- Club Branding
- Catering and retail provision
- Football Governance Bill (FAB representation at Shadow Regulator Meeting)
- Lincoln City FC Women representation
- Matchday anti-social behaviour, medical protocols and policing
- Imps 4 All and community ticket schemes
- Enhancing stadium accessibility for home and away fans

Our Fan Advisory Board consists of a diverse group of up to 12 members representing our club's fanbase who meet six times per year with the club's CEO, head of club services and Board director responsible for Fan Engagement.

2025/26 members

Tony Smith (Chair)
Charlie Beeston (Vice-Chair)
Jackie Atkins (Secretary)
Chris Laming
Juliian Buttery (RICT rep.)
Jonathan Battersby
Roy Thomson
Samantha Kendall
Toby Freestone

The FAB Schedule 2025/26

August 16th
October 4th
November 15th
January 24th
March 21st
Summer date TBC

The FAB has a section of the club website to explain and promote its work including an introduction to each member, the constitution and a memorandum of understanding for the FAB and copies of agreed minutes from all meetings is available at: **www.weareimps.com/fans/fan-advisory-board**

Please get in touch with us by emailing **fabchair@theredimps.com** if you would like us to discuss any off-field matter with the club.

Tony Smith
Chair of the Fan Advisory Board

RED IMPS COMMUNITY TRUST (RICT)

WE ARE IMPS

The Red Imps Community Trust was formed in 2001 and now has more than 6000 members, a strong and democratically elected board and governance structure, two fan elected Club Directors and is proud to be the holder of the Fans' Share.

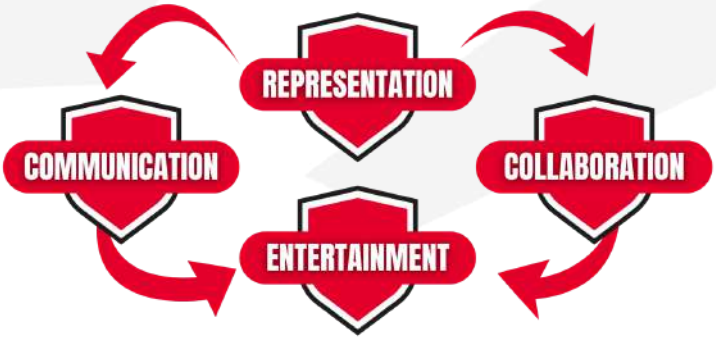
We enjoy a strong partnership with the Club including working collaboratively to deliver the annual fan engagement plan. Set out below is our newly updated Fan Engagement framework which is an outcome of our ongoing dialogue with the club regarding how we can best serve our fans

Our Mission:

Supporting our fans, our club, our community

Fan Engagement is:

Growing the Emotional Attachment and Feelings of Belonging Our Fans Have With Our Club



Representation

Accessibility and visibility of all Trust members

Taking the fan's voice into the boardroom

Ensuring a fan's voice on governance issues
Transparent communication

Collaboration

Ensuring the Trust is well informed and able to keep members up to date with information from the Club, commercial and other partners
Updates to the Trust members from collaborative partners
Constant improvements of links between all fan groups to aid fan engagement

Communication

Address Trust member concerns and provide feedback
Extensive reach and representation of our whole fan base
Clear and regular communication to all Trust members, digitall and face to face on match days
Regular opportunities to get involved and join in for all members

Entertainment

Deliver positive fan experiences through regular engaging member events and exhibitions
Provision of junior and adult activities on match days
Regular communication of heritage and museum initiatives
Gaining support of community partners to enhance the fan engagement experiance

The Red Imps Community Trust Fan Elected Directors for 2025/26: Phil Scrafton (ordinary member), Mandi Slater (John O'Gaunts Club members).

Chair: Rob Bradley. Fan Engagement: Rob Bradley/Emma Crellin. Community: Biff Bean. FSA: Julian Buttery

More information can be found at www.redimpstrust.co.uk.

2025/26 FE KEY ACTIVITIES

WE ARE IMPS

TRANSPARENCY THROUGH COMMUNICATION

Annual Fan Engagement plan presented and signed off by the LCFC Board of Directors.

At least two Fans Forum held with directors and senior football and business staff.

Imps+ app. continued development.

Q&A sessions with club Eexecutives across varying formats and platforms.

Board, FAB & RICT meeting minutes shared

'You Said, We Did' programme to evidence how we act on supporter feedback.

Refreshed customer charter.

Fan Engagement included in club annual financial report.

Broader behind-the-scenes content.

Annual supporter survey feeding into the You Said, We Did, programme.

Disabled Supporters Association open forum held at the club.

MAKING MEMORIES THROUGH GREAT EXPERIENCES

EFL Family Excellence Gold Award achieved.

Open training session and meet the players event.

Increased personalised communications to supporters.

Community events at the stadium including the annual Fireworks evening.

Celebrate club heritage projects including fan led votes for players or managers into the club's Hall of Fame.

Matchday moments of magic for supporters.

Junior Imps takeover day providing unique behind the scenes experiences for young supporters.

Enhanced matchday packages for local children and community groups

Meet-and-greet events for supporters.

LIVING OUR VALUES THROUGH ACTIONS

Imps 4 All ticket scheme welcoming more members of the local community to matchday.

Attendance 4 Attendance scheme in schools providing opportunities and rewards for children.

Club and Foundation continue liaising with Disabled Supporters Association working group on collaborative projects.

Minute's applause for supporters and former players who passed away in the past 12 months.

Local suppliers showcased and championed.

New Co-op Community Hub fan interactions.

Club Shares available to purchase.

Support campaigns and host workshops promoting diversity and inclusion.

Environmental sustainability initiatives includng stadium improvements and supporting environmental initiatives.

THE FANS' SHARE & HERITAGE ITEMS

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The benefits of the Fans' Share will be that:

- A new legal right will be gained (strengthening a previous "unwritten understanding"), so that fans can democratically elect two people to represent them on the club's board of directors
- A new permanent legal right will be gained for any proposal listed below to be vetoed, if a veto is desired by the majority of fans in a democratic vote:

CHANGING THE CLUB CREST

CHANGING THE HOME SHIRT COLOURS

CHANGING THE TEAM PLAYING NAME

CHANGING THE NAME OF THE STACEY WEST STAND

STADIUM RELOCATION OUTSIDE THE LINCOLN BYPASS AND DEALINGS THAT ENABLE THE STADIUM TO BE OWNED BY SOMEONE OTHER THAN THE CLUB

LINCOLN CITY FOOTBALL CLUB

FAN ENGAGEMENT PLAN

2025/26 SEASON

WE ARE IMPS