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INTRODUCTION



DAVID LOWES

NOMINATED BOARD LEVEL OFFICIAL FOR FAN ENGAGEMENT

We are Championship!

The upward trajectory of the club certainly took a significant step last season with a historic promotion. What memories we made together!

The statistics behind our title winning season are mightily impressive but so is the manner of the achievement. In this respect everyone could see we are a club of strong unity with the connection between the club and the fans being a key factor. We will certainly need this unity to meet the challenge of the Championship.

This is our third annual fan engagement plan, it has been co-created with fan stakeholder groups, approved by the Club Board and submitted to the EFL. I hope you agree it clearly demonstrates we are continuing to deliver on 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

I'd like to highlight three areas as examples of our approach to fan engagement

Navigating change in a fan centric way

A change of club ownership can be a time of uncertainty and concern for fans, but I hope through transparency, frequency of communication and the visibly exciting developments underway across many areas you remain confident in the stability and ambition of the club.

Sometimes change can be mitigated by a level of continuity, in replacing Michael Skubala with Tom and Chris it not only shows how highly we rate them but the value we place on sustaining our identity.

Making a step change in Fan Experience

Last season we initiated plans for a major upgrade to facilities at the stadium. I'm confident your time spent at the stadium will be greatly enhanced, the atmosphere will be on another level, and you will be even prouder of the place we call 'home'.

Bringing our History & Heritage alive for all

Fittingly, while making history during the last campaign we were working with fan groups on a project to demonstrate we are just as serious about preserving and celebrating our heritage. The '1884 Collective' is something everyone can get involved in and you will find further details in the plan documents.

As we prepare our application to the Independent Football Regulator (IFR) for a licence to operate in EFL season 27/28 I want to reassure you we are in very good shape to meet and indeed exceed in some areas the standards required.

As the Board member responsible for fan engagement I will be working alongside club colleagues, fan elected Director Phil Scrafton, the Red Imps Community Trust and the Fan Advisory Board to ensure this season is another in which we can all feel proud to be part of the Lincoln City family.

Up the Imps!

OUR SEVEN FOOTBALL GOVERNANCE COMMITMENTS



-  **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



COMPLETED



IN PROGRESS



FAN ELECTED DIRECTOR



PHIL SCRAFTON

FAN ELECTED BOARD MEMBER

Wow! What a season that was for fans to witness. A level of success on the pitch that few, if any of us, dared to even dream of. Alongside this, a transfer of control on the Board from Clive to Ron.

Obviously, there aren't enough words to express our appreciation to Clive as he's led this incredibly successful period in the Club's history. We now welcome Ron and Andrew with great enthusiasm.

With such a positive season behind us it's fair to say that the overall feeling is contentment and excitement across the fan base. However, we are here, in part, because we are such an integrated Club where everyone's views count. We need to continue the good work where all sections of the Club - fans, staff, investors and the playing side continue to pull in the same direction.

A lot is going on. Physical improvements at the stadium will substantially enhance the fan experience and also help to maximise income into the Club.

There is an expanded Stakeholder Group, chaired by this post-holder, where the RICT, FAB, FPA, Lincoln City Foundation, Heritage Committee and Club officials all come together to share news, discuss opportunities and issues, ensuring effective communication and action.

The formation of the Heritage Committee, again a fan led initiative, is established with a clear objective to protect, preserve, and celebrate the rich history of Lincoln City. The '1884 Collective' has made a solid start following its launch with a diary of events coming together. It is well worth your attention and support.

<https://www.weareimps.com/news/introducing-1884-collective>

I'm sure that we all wish Michael Skubala well - having taken us to such heights - though not on 8th September and 6th April in the coming season! We now get fully behind Chris, Tom and the team for an exciting season in the Championship.

As always, the Club's over-arching Fan Engagement Plan benefits from the close and effective collaboration that has been established to ensure everyone's interests are best met. Let's keep up the excellent work as we look ahead to exciting times.

#Up the Imps.

Phil Scrafton
fanelecteddirector@theredimps.com

2025/26 FAN ENGAGEMENT HIGHLIGHTS



July

- First team pre-season tour in Spain allowing fans to watch the game and meet players and staff.
- Over 1,500 tickets given out through our Imps4All scheme
- Attendance4All scheme expanded for a second year to Lincolnshire schools
- Fan Engagement Plan 25/26 signed off and published by the board

August

- Imps awarded Gold in Think Fan Engagement Index, finishing 2nd in the EFL Commemorative plaque unveiled at Lincoln Cathedral to celebrate Lincoln City FC history
- Clive Nates pens open letter to fans ahead of season
- Improved ticketing and membership processes following supporter feedback
- A 78% increase in Single Sign On (SSO) users,
- Imps+ users doubled
- Over 10,000 new database contacts.

September

- Fans Forum held with Directors and senior staff
- Fan-led "progzine" IMPress starts publication
- More than 500 local children attend Grassroots Day fixture
- Redesigned ticket office and club shop to improve queues

November

- LNER Stadium Fireworks Night
- Imps partner with Stagecoach to offer matchday travel deal for supporters

December

- Players make festive hospital visit
- Meet the players event at club shop

January

- John Reames Memorial Fixture to remember supporters and former players who passed away in the previous 12 months
- Transfer window update with sporting director Jez George
- Imps Fan Updates X account launched

February

- Junior Takeover Day
- Winter fans forum update with senior staff and directors
- Matchday support for Unite for Access
- Imps Territory plans announced

March

- Promotion of the Her Game Too campaign

April

- 1884 Collective launched to celebrate club heritage
- Local children given opportunity to train at Elite Performance Centre

May

- EFL Family Excellence Gold awarded to the club
- Open top bus parade for EFL League One trophy
- Poacher's Cup held at stadium for local Under 8 teams
- 'How We Did It' event with sporting director Jez George
- Annual supporter survey sent out

June

- Clubhouse café opens
- EFL League One trophy taken out to various community events
- Fans invited to submit questions for Q&A with CEO Liam Scully
- Fans Q&A event with head coaches, CEO and sporting director

IMPS TERRITORY

The brand-new Imps Territory plans will enhance the fan experience at the ProAmpac stadium over the 26/27 season. Supporters can look forward to a revamped fan village for the 26/27 season, with a new interactive activity area and two large permanent big screens to make the most of the pre-match build up. A new event and hospitality space will also provide corporate, conference and banqueting hospitality options for supporters, with a large bar to increase service options and speed. Additionally, the new 'Clubhouse' cafe will provide a community space that is open throughout the week as well as matchdays.

THE 1884 COLLECTIVE

The creation of the 1884 Collective allows Lincoln City FC to protect, preserve, and promote the history of the club by creating a structured, credible, and collaborative approach to heritage work that engages supporters, supports club strategy, and ensures long-term stewardship of the club's story. Through the collaborative efforts of Lincoln City FC, Lincoln City Foundation, Former Players Association, The Stacey West, Fan Advisory Board and the Red Imps Community Trust, the 1884 Collective aims to maintain and curate the historical assets of Lincoln City FC whilst also promoting the club's heritage through events, exhibitions and matchday activities.

OPEN TOP BUS PARADE

Saturday 9th May represented a special day for Lincoln City FC supporters to celebrate the club's historic EFL League One title-winning campaign. The city-wide event attracted more than 35,000 supporters from around Lincolnshire and beyond, who took to the streets throughout the day creating a sea of red and white across the 7km bus route.

FAN ENGAGEMENT STRATEGY 2026/27

VISION	A CLUB TO BE PROUD OF
FAN ENGAGEMENT MISSION	To retain and grow our fanbase by maintaining a strong emotional connection through our values, quality of communication and by delivering positive experiences
STAKEHOLDER GROUPS	Red Imps Community Trust Fan Advisory Board Fan Led Review Working Group Lincoln City Foundation Former Players' Association 1884 Collective
STRATEGIC DELIVERABLES	Bring together an aligned fan stakeholder group to strengthen representation. Ensuring continued high scores in our annual fan survey, with special emphasis on the new matchday experience. 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 - Independent Football Regulator feedback published - More Q&A opportunities for fans	- Wide ranging Heritage activities connecting club and fans everywhere - EFL Family Excellence Gold Award achieved for the fifth consecutive year - New matchday facilities and events programme	- Imps4All tickets scheme - Support Foundation dementia programme with history and heritage sessions - Make available new event facilities for community activities

HOW WE ENGAGE OUR FANS

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

- An elected supporter director 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 groups, including the Red Imps Community Trust, Lincoln City Foundation, 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 surveys on key topics
- A 'You Said, We Did' page on our website to show 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

AWAY FAN FEEDBACK

"The engagement you have with your fans and the away supporters is an example to all football league clubs - hands down the best engagement this season" - Rotherham Supporter

"The whole matchday atmosphere at Sincil Bank is great, especially with the fanzone being accessible to away fans" - Mansfield Supporter

"The staff were exceptional and made everyone, including those who had travelled, feel genuinely cared for" - Cardiff Supporter

"I would like to highlight the immediate and unquestioning help from all the staff who went out of their way to assist me" - Barnsley Supporter

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 safe experience. Each year we review our away fans provision and look to make improvements.

Here are some of our initiatives:

- Additional concessions for food and drink
- Expanded smoking/vaping area outside of stadium bowl
- Redesigned ticket office for easier ticket collection
- 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 welcomes questions in advance of fixtures to help plan your day at the ProAmpac Stadium: slo@theredimps.com



HOW YOU CAN MAKE YOUR VOICE HEARD

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

Email:

feedback@theredimps.com

Telephone:

01522 880011

(10am-5pm Mon to Fri)

WhatsApp:

01522 563794

External Supporter Groups

Fan Advisory Board:

fabchair@theredimps.com

Red Imps Community Trust:

www.redimpstrust.co.uk/contact

Matchday supporter liaison officer:

slo@theredimps.com



THE FAN ADVISORY BOARD (FAB)

FAN ADVISORY BOARD MEMBERS

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.

2026/27 members

- Charlie Beeston (Chair)
- Nick Procter (Vice-Chair)
- Jackie Atkins (Secretary)
- Chris Laming
- Julian Buttery (RICT rep)
- Jonathan Battersby
- Roy Thomson
- Samantha Kendall
- Tony Smith

FAN ADVISORY BOARD SCHEDULE

- 13th August
- 19th September
- 28th November
- 13th February
- 3rd April

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 matter 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 topic 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 within the club's hierarchy during the past 12 months have included:

- Matchday anti-social behaviour
- Club investment & financial accounts
- Matchday streaming
- Club history and heritage
- Season memberships and Ticketing prices
- Independent Regulator
- Stadium improvements
- Away travel
- Club benchmarking

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 meeting 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.

THE 1884 COLLECTIVE



We have just experienced a golden decade in the Imps history, what better time for our fans to collaborate with the club in launching a new history and heritage initiative.

The purpose of the 1884 Collective is to protect, preserve, and promote the history of Lincoln City FC by creating a structured, credible, and collaborative approach to heritage work that engages supporters, supports club strategy, and ensures long-term stewardship of the club's story.

The members that form the 1884 Collective are Lincoln City FC, Lincoln City Foundation, Former Players Association, The Stacey West, Fan Advisory Board and the Red Imps Community Trust who Chair the partnership.

The key areas of focus include, but are not limited to, Identity, Curation, Storytelling, Conservation, Fan & Community Engagement. Key outputs to include:

- Co-create a heritage strategy/framework to set direction and guide execution
- Coordinate all heritage activity across the club, supporters, and partners, ensuring consistent standards and club alignment.
- Create and maintain an annual heritage calendar marking anniversaries, milestones, and club traditions.
- Preserve and curate the club's historical assets, including archives, memorabilia, stories, and digital records.
- Promote heritage through events, projects, exhibitions, and matchday activity, drawing on both supporter knowledge and club resources.
- Strengthen the club's cultural identity by embedding history into stadium developments, fan experience, and community activities.
- Lay groundwork for larger heritage initiatives, such as Lottery-funded projects, museums, permanent displays, or digital archives.

There will be lots of ways to get involved whether it be through submitting ideas, providing exhibits or volunteering to help run events.

Please get in touch via heritagechair@theredimps.com

THE RED IMPS COMMUNITY TRUST (RICT)



The Red Imps Community Trust was formed in 2001 and now has over 6000 members, all served by a robust and democratically elected board and governance framework. We have a Fan Elected Director representing our members within the Lincoln City governance structure and are proud holders of the Fans' Share, enabling supporters to have a say on significant club matters.

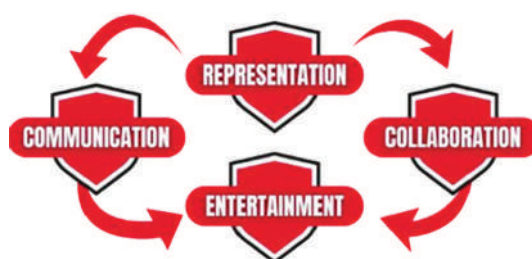
We enjoy a strong partnership with the Club including working collaboratively to deliver the annual fan engagement plan. Set out below is our newly updated Fan Engagement framework which is an outcome of our ongoing dialogue with the club regarding how we can best serve our members and fans generally.

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

- Constant collection and assessment of the views and needs of our members
- Taking the fans' voice into the boardroom
- Ensuring fans views are heard within the club on governance and strategic matters
- Communicating our representation transparently

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 members' concerns and provide feedback
- Have extensive reach to the whole fan base
- Provide clear and regular communications to all Trust members in a range of ways
- Openly promote and embrace supporters wishes in growing their involvement in Trust initiatives and the Trust generally

Entertainment

- Deliver positive fan experiences through regular member events and activities both online and face to face
- Providing pleasing adult and junior activities, opportunities, and dialogue on match days
- Contribute to engaging heritage initiatives
- Work with our community partners and other fan bodies to collaboratively enhance fan engagement

The Red Imps Community Trust comprises: Fan Elected Director Phil Scrafton, Chair Rob Bradley, Vice Chair Mandi Slater, Fan Engagement Leads Rob Bradley and Emma Crellin, Community Lead Biff Bean, External Liaison Director Julian Buttery, Commercial and Events Lead Chris Baldam, and other board members and volunteers.

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

2026/27 KEY FAN ENGAGEMENT ACTIVITIES

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 new features
- Q&A sessions with club executives across varying formats and platforms
- A wide range of meeting minutes made public
- Refreshed customer charter
- Fan Engagement included in club annual financial report
- Annual supporter survey feeding into the You Said, We Did programme
- New stakeholder group launched to drive further understanding and alignment

MAKING MEMORIES WITH GREAT EXPERIENCES

- EFL Family Excellence Gold Award achieved
- Open training session and meet the players event
- Community events at the stadium using new event facilities
- First year of 'The 1884 Collective' history and heritage events calendar
- Elevated matchday experience from new fan village
- Junior Imps takeover day providing unique behind the scenes experiences for young supporters

LIVING VALUES THROUGH OUR ACTIONS

- Imps 4 All ticket scheme welcoming more members of the local community to matchday
- Minute's applause for supporters and former players who passed away in the past 12 months
- New 'Clubhouse' coffee shop open for social gathering
- Vast majority of Club sponsors with local connections
- Supporter campaigns and host workshops promoting diversity and inclusion

THE FANS' SHARE AND HERITAGE ITEMS

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 STACY WEST STAND**



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



**WE ARE
IMPS**



LINCOLN CITY FOOTBALL CLUB

FAN ENGAGEMENT PLAN 2026/27