RAG Key

Amber	Work still underway to implement or in beginning stage of a phased roll-out
Green	Arranged, in place and project is active or work completed
Red	Can't implement for 23/24 season but will look for longer-term strategies/plans
Blue	Exploring or active but input actively being sought from supporters to enhance/develop
N.B	If green, still looking to improve/some points might be more than one RAG status
	Complete at this stage. No expected updates in immediate future.

Department	Area	Finding	Update Date	Status Update	RAG
	Match Day Experience	Tommy's open post-match	25.07.23	 Tommy's will now be open to fans after the match, although not on evening fixtures after trialling for couple of games (Supporter's Charter has been updated for the upcoming season detailing match day experience information) 	
			27.10.23	 Following the previous summit, Tommy's has been open post the match this season. However, footfall and uptake has been low so the Head of Venue Operations has been exploring multiple options to make the offer more appealing to supporters. Options are currently being discussed prior to implementation but include ideas such as playing on the TV's any late kick off match, drinks offers, live music from local talent, media campaigns, etc. Other suggestions are welcomed from supporters of what they would like to see to make the offering more appealing. 	
		Engaging wider workforce in podcasts, comms external messages,	25.07.23	 This has been built in as part of the broader 'Communications Strategy' for the 23/24 season (material currently under development) 	
Venue	Supporter Engagement	newsletters	27.10.23	 Mike Baggley has rejoined SoT live which will boost broader Vale coverage. We are continuing to ensure we engage the wider workforce in media material (as part of our Comms Strategy which is still under development along with many exciting projects in the pipeline). 	
		supporters and wider community more / shouting about improvements	25.07.23	 Media team are reviewing marketing beyond just social media (especially for those who can't or don't access it regularly). They have identified we need more emphasis on email communications and alternative communicative methods (but, as above, actively seeking input from supporters as part of building this to ensure it reflects what/how supporters want to engage with PVFC) 	
			27.10.23	 We are conscious that we can be more proactive with celebrating our successes and this is a crucial part of our Comms Strategy which is under development. Ideas from supporters of how we can best do this are very welcome. 	
		Look at toilet facilities and improvements around these around the stadium	25.07.23	 All supporter feedback on toilet facilities have been reviewed and consequentially a phased plan (both short and long term) is underway to improve conditions (with port a loos in the railway paddock for instance in the short term) 	
Stadium	Matchday Experience		27.10.23	 Comms have been shared with supporters (link below) on 23.10.23. In Summary, ticket sales have been restricted in the Railway Paddock until necessary funding streams are made available to carry out the required work. Season tickets remain unaffected and further updates will be made available through the media team. https://www.port-vale.co.uk/news/2023/october/club-updaterailway-paddock/ Our Head of Security gave the following update: Railway Paddock toilets declared unsafe at Northampton fixture. Work in progress to drop and rebuild on a larger footprint with increase in 	



	Clearer signage and maps around the		 WC, hand basin and urinal facilities. Work hoping to be commenced during 2024 once sign off from Local Authority has been received. Rolling programme of assessing/updating/upgrading facilities in others stands will start once Paddock is completed. Conscious that the current Railway Paddock position means that we are unable to sell match day tickets for this stand. Port-a-Loo set up at least means that we are able to keep the Paddock open! This is in hand and certain signage will be updated ready for the new season as part of a phased
	ground	25.07.23	 plan We will seek supporter feedback on what/where signage would be most beneficial around the ground to ensure maximum impact
		27.10.23	 Our Head of Security gave the following update: Big improvements seen over recent weeks particularly on the outside of the ground and in the Bycars area. Supporter feedback will continue to influence signage around the stadium and thoughts and ideas are welcomed. Communication ahead of Bolton match seems to have landed regarding the closure of Driveway A and alternative access routes. We will be doing the same again ahead of other impacted fixtures. Briefing our external agency and car park staff to ensure they are aware of different arrangements on match days and know where to send both home and away supporters pre-match. Signage has now been updated around the stadium, including stadium maps and QR codes for both sets of supporters.
	Look at queuing times and process around reducing this	25.07.23	 Hoping changes to technology such as cashless will improve timings but in the high-traffic times, queueing is still expected and we are looking at a range of operational changes to try and improve upon this More access points for purchasing is aimed too at improving waiting times but still actively under review to improve with plans circulating across departments internally to execute this
		27.10.23	 Our Head of Security gave the following update: Big Improved/upgraded handheld scanners which read QR codes much faster. Recruited additional turnstile operators. Opened turnstiles 90 minutes ahead of kick off (2 hours for Bolton fixture for away fans) to give supporters more time to enter. Still getting late arrivals for Railway Stand. We are looking at turnstile open times on a game by game basis with standard being 60 minutes for home supporters but this will be reviewed for any games where we expect a significant increase in numbers or risk. We have also purchased a hot dog cart that can be used across the Stadium where we see pinch points as well as ensuring that we are decanting cans on the can bar in Car Park B.
	Introducing reserved seats for match- by-match tickets (league games)	27.10.23	 PVFC is exploring the possibility of implementing a reserved stadium for league games (including those who purchase tickets on a match-by-match basis). This proposal requires additional consultation with our supporters and may be rolled out in the next season. Many supporters tend to congregate with their groups of friends, and we want to provide them with sufficient time to coordinate. Further consultation will be required with fans. Initial conversations are underway with the safety team. A further update will be provided at the next meeting. Carabao cup tie vs Middlesbrough will be fully allocated seating for both sets of supporters.
Wider Club	Looking at recycling / sustainability options throughout the club	25.07.23	 Rewriting our environmental sustainability policy (Jul 23), as part of this process we are reviewing a comprehensive project/action plan to implement better recycling points amongst various other sustainability-based improvements
		27.10.23	We are working with Brown's Recycling on our Green commitments. In parallel, we are also working with Keele University as part of a wider audit of our environment and sustainability status.



				Currently in the process of developing our biodiversity and energy efficiency plans informed by learnings made from our partnership work.
	Stand Swap	Develop Fanzone that encourages all supporters to attend with variety of offers	25.07.23	 Commercial is leading on regular cross-departmental meetings to ensure the Fanzone caters to everybody's needs and to enhance existing offers (food vendors, activities, etc)
			27.10.23	 A supporter consultation is beginning in the new year which will form the basis of developing fan experience plans and enhancements (including the FanZone, Loyalty Points, and Memberships).
		Ensuring communication is better e.g. phone lines	25.07.23	Retail and ticketing have merged over the summer as part of a wider project – however an aspect of this project is to improve and streamline communicative processes as standards are below what we want currently endeavour to provide
			27.10.23	 We are aware of current issues and are taking appropriate steps to continue to improve on this. This includes changing our provider, looking at staff training and ensuring supporter experience is at the heart of our work moving forwards.
	Ticketing	To develop memberships	25.07.23	 The work on memberships is ongoing and we will continue to seek feedback and work with fans for 1876 and 1876 plus membership (as well as point system for away tickets)
			27.10.23	 As above, this will be covered as part of the supporter consultation.
		To look at season ticket wider benefits	25.07.23	 This is currently being worked on following feedback received and the benefits will continue to be reviewed
Commercial			27.10.23	 Plans and changes are in the pipeline which will be communicated to the wider supporter base following the internal review.
		Review the loyalty points scheme	27.10.23	 Constructive discussions held with supporters' summit and club feedback on the loyalty points scheme. Addressed specific errors, including the removal of 'event attendance' points due to a system error. Resolved loyalty point fluctuations for season ticket holders and seasonal hospitality members. Encouraging supporters to specify point allocation when purchasing multiple tickets. Actively exploring changes to the scheme in response to feedback, while no immediate changes are planned. Ongoing conversations with the Supporter's Summit to develop the scheme further. Updates on the loyalty scheme will be communicated via email and supporter's groups. Notably, we look to emphasise that the loyalty scheme is for priority ticketing and doesn't reflect a supporter's value to the club. Future communication will reflect this perspective.
		Wider family events and activations	25.07.23	 We are working across departments to implement better family offering and will utilise the supporters summit group to help develop these packages and experiences so that they reflect demand
			27.10.23	No further update (bar further exploration during consultation).
		To offer existing fans a good experience	25.07.23	 As above (we are specifically focusing on family experiences as part of our strategic plans for the upcoming season)
			27.10.23	This will be covered as part of the 2024 supporter consultation.



	Points system but ensure communication is clear around it	25.07.23	 As above in terms of communication and we are working on memberships through the supporter's summit to improve quality and experience for supporters. It has been noted that this now needs to
			be communicated better as part of the media teams communications plan
		27.10.23	 This will be covered as part of the 2024 supporter consultation.
	Ensuring we look at a variety of methods not just social media	25.07.23	 As above – we are actively seeking feedback from supporters to make sure any new communicative methods align with the experiences and engagement supporters wants
Supporter		27.10.23	 We send direct emails to supporters who come to games, along with specific groups such as Super Vale Away and London Valiant's to ensure we are also engaging proactively with sub groups of supporters. However, any other feedback on improvements are welcome (especially in the 2024 consultation).
Engagement	Utilising data to help engagement with our fans	25.07.23	 We continue to utilise the ticket system data base to help understand our fans wherever possible. We have also undertaken a supporter survey to give a better profile to help see if we can do things differently and will continue to look at data available as part of research for different projects/initiatives to help ensure our delivery aligns with the wants/needs of supporters
		27.10.23	 This forms part of the comms strategy whereby we will look to utilise data sets to evaluate which modes of engagement are best received, etc.
	Look at ex-players and utilising them more	25.07.23	 We continue to explore how we can continue our strong relationships with ex-players and this manifests in a variety of ways on a case-by-case basis dependent on the player themselves (such as geographical constraints, their schedule, whether they want to continue to be an active member of the PVFC community, etc).
			 However, we continue to look at how we can bring ex-players into the heart of the community of PVFC so welcome any supporter feedback to help us shape what this looks like
Wider Club		27.10.23	 We are piloting utilising ex-players, led by Mark Grew – look out for more news on this in the coming weeks and months.
	To look at how we use data and supporters' skills to drive change in the club	25.07.23	 The beginning of this is building momentum with the supporters' summit to better know and understand the fabric of the supporter's community. However, we need to better understand the skillset and demographics (data-based insights) of our supporter base with support from the summit to help inform how supporters might want to utilise their skills to drive change in the club
		27.10.23	No status change since last update.



Implemented and Complete

Department	Area	Finding	Update Date	Status Update	RAG
		Develop food offering across the stadium to cater for all and healthier options	25.07.23	 The venue team have reviewed food options in the closed stadium for across the stadium. For the 23/24 season there will be pies, hotdogs, & burgers available along with a range of healthy options (across all kiosks) Food vendors at the Fanzone have also been reviewed to improve consistency and a better range of offerings. Notably, we have begun a new partnership with 'Food Hub' to provide an enhanced, more accessible customer experience 	
			27.10.23	In place but will be reviewed in the 24/25 season.	
Venue		To go cashless but ensure offer available for those supporters who need bespoke access	25.07.23	 We are going cashless across the ground but we are exploring an option for those who can only pay with cash for personal/accessibility reasons. Currently implementing an option for cash-based supporters to visit the store to exchange for a card which can be topped up (this is in the testing phase). Hoping for an initial roll out at the beginning of the season as a pilot (anticipating improvements needing to be made once the system is in place) 	
			27.10.23	Complete.	
		Operational efficiencies around alcohol sales e.g., draught around the ground	25.07.23	• Options are being explored and draught will be available in suitable areas for beginning of 23/24 season (looking to roll this out fully in due course but need to rearrange certain areas to create the appropriate space required, etc from a structural perspective)	
			27.10.23	Draugh is available now in Tommy's, the FanZone, Hamil Road and Lourne Street	
	Stand Swap	Keeping stadium open after the game for fans that want to stay	25.07.23	 Tommy's will now be open to fans after the match (Supporter's Charter has been updated for the upcoming season detailing match day experience options) Hospitality lounges remain open post-match as per previous seasons with same timings) 	
			27.10.23	Complete (see update above).	
		Using big screen and tannoy to build atmosphere	25.07.23	• Big Screen utilisation is under development ready for the upcoming season and will include a range of footage designed on a match-by-match basis	
			27.10.23	Complete, but awaiting a roaming camera and other enhancement moving forward.	
			25.07.23	 This has been built in as part of the broader 'Communications Strategy' for the 23/24 season (with contribution from Supporters Summit recommended improvements, etc which we will continue to seek) 	
Media	Match Day Experience		27.10.23	 PVFC is more active and present at all supporter club meetings along with utilising the supporter summit and other avenues for continuing our proactive dialogue with supporters. 	
		Variety of Club / Football Forums and engaging fans in different ways	25.07.23	 As above, Supporters Summit meeting taken place along with future, more regular focussed meetings to discuss and share on specific areas of the football club to maintain a constructive an open dialogue. This is happening but need further input from supporters to help develop what this looks like moving forward Same as point above. 	



		Reintroduce paper tickets instead of		• Following technical issues with the printers, we are now in a position to reintroduce printed tickets
		receipts	27.10.23	instead of receipts (notably, if we experience issues again when printing large volumes, we will need to revert back to receipts)
				We are also now going to be more pro-active in asking supporters if they want a printed ticket or one to be sent direct to an email address as an e-ticket.
		Look at options around transport especially on evening games	25.07.23	 We will be reaching out to fans for further input, local transport companies, etc to help formulate a plan for this
			27.10.23	 Now in contact with local transport businesses for creating a bespoke transport offering for Vale fans on match days (evening and weekend games)
	Stand Swap	Look at transport options for both home and away supporters	25.07.23	 As above Note being - transport guidance is given on the Facebook page and on the PVFC website especially for away matches (also high-level information provided in the Customer Charter)
			27.10.23	 Transport options are now available in our supporter guides (available on website). Please also see point above.
		Minutes of applause	25.07.23	• Following supporter feedback we will stop the minutes of applause that have previously taken place to honour fans. However, we recognise and feel the importance of honouring fans who have passed and so will use the big screen from the upcoming season in lieu of the applause (also see point below)
			27.10.23	Complete – communicated to supporters through press release.
	Supporter	Memorial game and recognition is still in hand on big screen	25.07.23	• We are arranging for a memorial game to place in the nearest match to 11.11 and will also have a PVFC remembrance match (aimed to be the first home game in new year) to recognise and honour the fans we have sadly lost
	Engagement		27.10.23	 Remembrance game is coming up on 4th Nov (Burton). In addition, there will be a remembrance match on 6th Jan (which we are working with our Supporters Group to develop).
		Ensuring digital tickets are easily accessible	25.07.23	• The digital tickets should have been rectified – we have worked with our suppliers on this and should now be resolved (however, we will continue to monitor this into the new season)
			27.10.23	Complete
		Focussing solely on in person ticketing and improve our online presence	25.07.23	 As above, improving our online presence for ticketing is a key aspect of the broader project of merging ticketing and the store to provide better customer experience
			27.10.23	Complete
	Family	Look at teenagers offering as well as young families	25.07.23	 As part of the Fanzone planning, a dedicated space in foundation building is being set up specifically with activities aimed at teenagers (the foundation also offers a range of activities outside of match days for this demographic)
	Experience		27.10.23	• This will be further reviewed as part of the upcoming supporter consultation beginning the New Year.
Cross- departmental	Current I	Connecting our players to the supporters and community	25.07.23	• Players will now have meetings around their responsibility of being active players in the community and a schedule of commercial/community/match day engagement is being produced for better coordination and presence of players with the community/supporters
	Supporter Engagement		27.10.23	 Complete (changes made from the beginning of the season are going down very well both with players and with those they are connecting with in the community).
		Fan zone and half time entertainment	25.07.23	 As above, continued work is underway to enhance the Fanzone and what's on offer which will be circulated with fans via social media in advance of games and with information on the website



				• Additional changes have been made which are going down well (heing for interactive in helf time
			27.10.23	 Additional changes have been made which are going down well (being for interactive in half time, celebrating members of the community, etc). Further enhancements will be reviewed as part of the
			27.10.25	New Year supporter consultation.
		Communicating availability in all	25.07.23	This is in hand and media are now picking this up as part of our overarching communications plan
	Ticketing	stands	27.10.23	Complete
	neketing	Tickets to be released earlier for home	25.07.23	As above
		and away	27.10.23	Complete
		Listening to away fan feedback	25.07.23	We will look into how best to receive further feedback through a variety of channels and produce a separate plan specifically based on away fan feedback to improve supporter experiences
	Wider Club		27.10.23	• At every game, home and away, Vale supporters get an email to thank them for coming and to get any feedback (which is then used internally to help enhance supporter experiences).
		Keep being different to other clubs	25.07.23	• This is at the heart of all that we do, and we continue to try and set ourselves a part and strive for excellence in every aspect of the club
				As above.
	Stand Swap	Liaising with all supporters to ensure we adapt and change to suit needs	25.07.23	• There are a range of measures in place to approach this point currently underway but a full review of fan engagement and feedback from supporters' summits is taking place to improve our dialogue and communication with supporters to ensure we maintain high standards in line with learnings from their experiences
			27.10.23	This will be covered as part of the 2024 supporter consultation.
	Family Experience	To maintain ethos of the club as family focussed	25.07.23	 As above (various points), being a family focused club is at the heart of all that we do – this point translated into action is in existing projects noted in this log and other plans in development (Fanzone, Family Area in Hamil, Community Engagement, etc).
			27.10.23	This will be covered as part of the 2024 supporter consultation.
		Looking at atmosphere in the Hamil End particularly around families	25.07.23	 As above – there is a continued scheme of evaluation gathered through anecdotal feedback, online comments shared, supporters' summit etc. For the upcoming season we are trialling initiatives such as 'honesty flags' being available for children, families, to help maintain a family-centred atmosphere and ethos (they can take flags to use for the match and return at the end)
		7	27.10.23	Please see the meeting notes (this will also be covered as part of the 2024 consultation).
Directors		To communicate changes across all areas openly	25.07.23	As above – being actualised through media strategies, supporters' summits in-person, etc
Directors			27.10.23	Please see the meeting notes (this will also be covered as part of the 2024 consultation).
	Stand Swap	To monitor and evaluate as the season begins and throughout august	25.07.23	Awaiting beginning of season but a continual review is in place to monitor the implementation of the stand-swap
			27.10.23	Please see the meeting notes (this will also be covered as part of the 2024 consultation).
			27.10.23	 This forms part of the comms strategy whereby we will look to utilise data sets to evaluate which modes of engagement are best received, etc.
		Closing communication in times of adversity	25.07.23	• The board recognise the importance of proactive communication that covers topics, both good and back, in all aspects of the football club (from the pitch to the paddock). As such, they endeavour to maintain transparency with supporters to maintain a healthy and constructive dialogue that doesn't shy away from the harder topics



			27.10.23	• The board maintains their commitment to ensuring communication continues to be open and transparent at all stages of the season, especially during times of adversity.
		To be mindful of impacting on Burslem and surrounding areas	25.07.23	 As a club we try to give back to Burslem wherever possible, with the work that the foundation does being pivotal as a vehicle to achieve these aims. While the ground is only used for a set number of days in the calendar year for matches, we are open working 365 days a year to help support our local communities (in schools, through community meals, through our on-site family hub, through health and fitness programmes, etc). However, we recognise that it is important that for the approx. 30 days that football takes place that residents need to be, and are, actively considered in a range of areas (including post-match traffic, behaviour, etc).
			27.10.23	• Complete (but further points might be raised in the 2024 consultation which will be acted upon).
		open and honest feedback at all times	25.07.23	• As above (042).
			27.10.23	Complete.
	Family Experience	More family engagement e.g., competitions and offers	25.07.23	• The Foundation building will be open for the Fanzone which will include activities specifically targeted towards the teenager demographics and we are also looking at engagement across the stadium (see 036 and 037) and how to use big screen for things like competitions, etc.
			27.10.23	 The community has launched a Teen Mental Health Project, involving girls facing MH and SMI challenges. They are actively consulted to make PVFC more teen-friendly. Additionally, "Valiant Voice" has been introduced for young people, including fan engagement-type consultations.
		Player engagement on matchday and non-matchday	25.07.23	 Meetings have taken place between the Manager and Head of Community/Director of CSR & Community to establish stronger working partnership for increased player engagement on a match day and non-match days (more consistency, better forward planning, regular communication)
			27.10.23	• The player engagement process has been revamped, showing positive results in the first two months. It has been featured in EFL Trust coverage, engaging both the young and the old, increasing attendance at games.
Community		Develop online family engagement through Boomer	25.07.23	• A new staff member has joined us to lead on the community's media – continued planning takes place to review online family engagement (including the use of Boomer)
2011 anti-y			27.10.23	 The Team Valiants newsletter is now scheduled for a specific day each month, addressing gaps from the previous year, with three Team Valiant takeover days booked. While there are ongoing issues with the database, regular communication between the Foundation and Store is helping to improve it.
		Delivering on promises made around Team Valiant's	25.07.23	 The foundation continues to review the implementation of Team Valiant's with regular meetings and reviews of anecdotal and formalised feedback from fans, staff, etc – however, continued feedback from supporters will be gathered to improve the package
			27.10.23	• Team valiants is now led by a specific person which has helped to ensure promises are being acted upon. More updates around this are available on our website and social media channels.
	Matchday	Using Boomer more on a matchday	25.07.23	• We have taken this point on board and Boomer is now arranged be at pre match, during and after) especially focussing on Hamil Road family area end where we are driving our family focus
	Experience		27.10.23	On matchdays, Boomer's engagement with fans has improved, receiving positive feedback in person and online.



Supporter	Looking at different ways to engage new supporters e.g. faith communities, universities and disability	25.07.23	• The foundation has formed new relationships with different faith communities, especially in the last 6-12 months (see their Facebook page for regular updates and the 22-23 impact report which further details their recent work) for instance by hosting a celebration of Iftar for local Muslim community, through their weekly activities such as walking football, etc	
Engagement		27.10.23	 In terms of supporter engagement, the foundation is working with the Fans Fund via the Premier League. This includes a targeted initiative with the Muslim community, Unity FC, and a Muslim Women's Fitness group. If successful, more projects will be carried out to bring them closer to the Vale family. 	
Ticketing	Ticketing offers for community, schools, and families	25.07.23	 There are heavily discounted and free under-12 tickets available which is part of the project of enhancing our family offer on match days (see customer charter for more information) We will be working with schools of how we do ticketing offers such as school take over days We also look to host other one-off events like open training sessions (taking place in pre-season) and alternative initiatives to connect the team to the community 	
		27.10.23	 Approximately 100 tickets per game are currently being given away to specific groups and organizations. The school offers have been well-received, especially by our partner schools, and these involve school takeover days. 	

