



***CITY
MATTERS***

MANCHESTER CITY
***FAN ENGAGEMENT
PLAN***

2026/2027 SEASON

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MANCHESTER CITY'S FAN ENGAGEMENT PLAN FOR THE 2026/27 SEASON

Manchester City is committed to open, inclusive and meaningful engagement with supporters, ensuring that fan views help inform Club decisions and improve the supporter experience. The Club is committed to meeting the Premier League Fan Engagement Standard and delivering its underlying requirements throughout the 2026/27 season.

City Matters, the Club's elected Fan Advisory Board, remains the central part of this approach and provides a structured forum for consultation with supporters. The Club's wider fan engagement programme also extends beyond City Matters and includes engagement with Official Supporters Clubs, the Disabled Supporters Association, research participants, local communities and the wider fanbase.

This plan details the aims and objectives for the Club's official fan engagement through the Fan Advisory Board, City Matters, and sets the areas and initiatives on which the Club will engage with its fans over the course of the season.





FAN ADVISORY BOARD OVERVIEW – CITY MATTER

City Matters is a panel of 13 voluntary members, each elected by fans to represent a demographic of the Club's fanbase.

As the Fan Advisory Board, City Matters exists to provide a structured forum for Manchester City fans to engage with senior Club representatives in a constructive manner, in an environment where ideas and feedback can be shared and discussed in relation to topics which directly impact the fan experience.

Alongside this, City Matters provides fans with an opportunity to influence new initiatives introduced by the Club and to review and develop existing concepts.

City Matters is also used as a platform for the Club to share information about wider Club strategy and ongoing projects with its fans.

Specifically, the aims of the network can be summarised as follows:

- To set up a constructive communication channel between the Club and its fans.
- To provide the Club with a platform to discuss new ideas with fans and seek their feedback on new initiatives.
- To give fans the opportunity to present new ideas and suggestions directly to the Club.

OUR PLAN FOR THE 2026/27 SEASON:

The full group of City Matters fan representatives will meet with senior Club representatives six times per season.

At each of the full-group meetings the format will be as follows:

1. City Matters discussion items (agreed 3-4 weeks prior to the meeting)
2. Main discussion item for the full-group tabled by the Club.
3. Sub-group meeting updates for the full-group*
4. Organisation updates
5. AOB

*Where there are relevant updates to share with the full group.

Items for discussion at full-group meetings will include:

- The Club's vision and objectives
- Club business performance updates (Annual Report)
- Operational matchday opportunities, improvements and matters of importance to fans
- Etihad Stadium and Campus development works
- Season Tickets for the coming season
- City in the Community
- Equality, diversity and inclusion commitments
- Heritage Items including Club colours and Crest (if relevant will be specifically listed in topics for discussion in that season)

Both the City Matters representatives and the Club will also have the opportunity to table different agenda items throughout the football season. This will ensure that both the Club and fan representatives are able to remain flexible and address new topics as they arise.



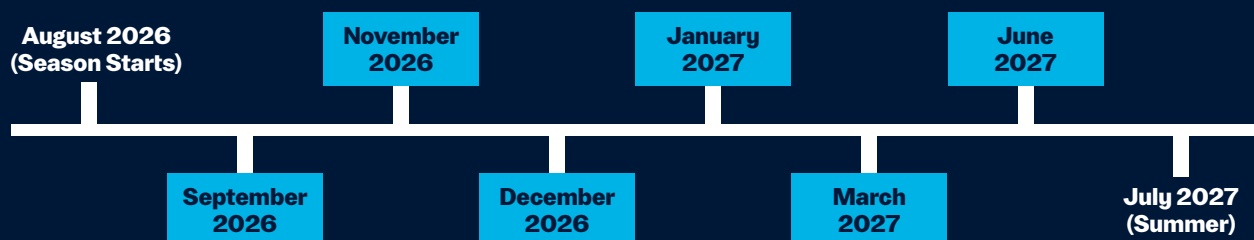


MEETING SCHEDULES 2026/27

Club Leadership Attendance

The Club's Nominated Board Level Official (NBLO) will attend all City Matters full-group meetings during the 2026/27 season. If they are unable to attend, the Club's alternate NBLO will attend in their place. This will provide representatives with consistent opportunities to engage directly with Club leadership on key strategic matters relevant supporters.

FULL-GROUP MEETINGS:



*Specific dates will be subject to fixtures and operational considerations; dates may change within the scheduled month.

CITY MATTERS SUB-GROUPS

The Club will operate three sub-groups. The sub-groups are designed to provide a forum for subject matter leads from the Club to engage in more in-depth discussion particular of topics with the fan representatives. These sub-groups will continue the work from previous seasons and City Matters meetings.



THE THREE SUB-GROUPS:

- 1. Matchday Experience:** This includes the matchday experience at the Etihad Stadium and surrounding campus this season.
- 2. Ticketing and Membership:** This will include seasonal and match-by-match products and membership for both General Admission and Hospitality.
- 3. Equality, Diversity and Inclusion:** This will include all aspects of fan facing activity with an overall objective of further developing our inclusive work across the Club.



The table below outlines the themes and topics which will be covered in the sub-group meetings. Representatives will be able to raise agenda items in advance of each sub-group.

Matchday Experience	Ticketing & Membership	Equality, Diversity & Inclusion
Theme for 2026/27 Season		
Developing the matchday experience	Creating opportunities for supporters to attend matches	Creating diverse, inclusive and welcoming matchday environments
Topics for 2026/27		
Preparation for the opening of Medlock Square and the continuous review during the 2026/27 season	Review of ticket points. Ticket access, availability and audience growth	Women's safety on matchdays
Matchday atmosphere following the opening of the Pep Guardiola Stand	Ticket access, availability and audience growth	Premier League Together Against Suicide project
Travel and transport on matchdays	Ticketing and Membership product roadmap	Collating insights and feedback from different demographics represented through the sub-group.

Sub-groups will meet three times per season to formally discuss topics and the meetings will last two hours. With six representatives in each sub-group, the forum will provide an opportunity for both the Club and fan representatives to discuss a topic in detail and to work on it over an extended period of time.

The information below shows which representatives will be involved in each sub-group's meetings and discussions.

Representatives can attend any sub-group meetings as observers. There will be no limit on the number of representatives who can observe.

Representative Positions	Matchday Experience	Ticketing & Membership	Equality, Diversity & Inclusion
1	Under 25's Representative	Under 25's Representative	Over 65s Representative
2	Families Representative	Black & Mixed Heritage Representative	Black & Mixed Heritage Representative
3	Seasonal Hospitality	LGBTQ+ Representative (Chair)	LGBTQ+ Representative (Chair)
4	Disabled Fan Representative	Cityzens Matchday Member Representative	Disabled Fan Representative
5	Women's Representative	Official Supporters Club Representative	Women's Representative
6	Fan Activation Representative	Season Ticket Member Representative	Asian & Mixed Heritage Representative
Observers	Open to all other City Matters Representatives		

CITY MATTERS FAN REPRESENTATIVES



LEE BROADSTOCK

Chair and LGBTQ+ Representative



JAHMAL WILLIAMS-THOMAS

Black & Mixed Heritage Representative



KEVIN PARKER

Vice Chair and Official Supporters Club Representative



ASIM RAHMAN

Asian & Mixed Heritage Representative



HOWARD COHEN

Disabled Fans Representative



MICHAEL WOOLLEY

Over 65's Representative

You can read more about City Matters' fan representatives by viewing their individual profiles and contact email addresses on the Club's dedicated City Matters website page www.mancity.com/club/city-matters



LEE BARBER

Families Representative



DAVID DJORDJEVIC

Season Ticket Members Representative



BRIAN WORRALL

Cityzens Member Representative



SAM NEWTON-ROBERTS

Under 25's Representative



RACHEL BANCROFT

Women's Representative



LIAM CHANT

Fan Activation Representative

CLUB REPRESENTATIVES



DANNY WILSON

Managing Director – Manchester City
Operations & Nominated Board Level
Official for Fan Engagement



INGO BANK

Group Chief Operating Officer &
Alternate Nominated Board Level Official
for Fan Engagement

DAVID SOUTAR

Fan Engagement Lead

SERENA GOSLING

Director of Integrated Fan Experience
and Retail & Licensing

HEATHER LEIGH

Director of Product

KATE DEMPSTER

Director of EDI

FRAN WARBURTON

Director of Service Support

ANDREW GILLIGAN

Director of Research and Insight

SANJEEV SHEWHORAK

Director of Fan Technology Solutions

ELLIOT WARD

Head of Corporate Communications





REVIEW & REPORTING

HOW SUPPORTER MATTERS ARE PROGRESSED

Supporters can raise themes, opportunities and matters for consideration through their elected City Matters representative or the Club's agreed fan engagement contact routes. The City Matters Chair and Vice Chair, working with the Club's Fan Engagement team, will determine the most appropriate forum for discussion.

Topic-specific matters may be considered through the relevant sub-group with appropriate Club colleagues, while broader or strategic matters will be raised at a full-group meeting. Where further senior consideration is required, matters will be escalated to the Club's Nominated Board Level Official (NBLO), alternate NBLO or the relevant member of Club leadership.

Agreed actions will be recorded, monitored and reported back to representatives, with relevant outcomes shared with the wider fanbase through meeting minutes and other supporter communications. Individual enquiries and complaints will continue to be managed through the Club's established Fan Support and complaints processes.

Minutes from each full-group meeting will be published on the Club's dedicated City Matters website page no later than 10 working days following the full-group meeting. Meanwhile, minutes are recorded from each sub-group meeting and shared with all representatives.

The Club will publish its Terms of Reference for City Matters detailing its functions and responsibilities on an annual basis.

SUPPORT AND RESOURCE FOR CITY MATTERS REPRESENTATIVES

To support representatives in their roles, the Club plans to develop several initiatives and continue to strengthen the ways in which they are supported.

The City Matters Forum will continue to be used to enable structured communication between fan representatives and the Club, with agendas, pre-reads, and meeting minutes made accessible for easy reference. The Club will continue to utilise the forum as a centralised source of information for both existing and new representatives.

Resource information will be developed and accessible via the forum including onboarding content, guidance on the representative role and relevant Premier League resource.

Continuation of an onboarding day and introduction sessions before new representatives start their roles. The sessions will include introductions to Club colleagues across departments responsible for delivering matchdays and leading on sub-groups.

Building on a successful year in which more than seven matchday drop-in sessions were held, the Club will further develop these sessions in accessible matchday locations.

The Club will continue to raise awareness of representatives through Club channels.



OUR WIDER FAN ENGAGEMENT NETWORK



It is important that we engage with all the Club's fans across the globe through different groups and channels.

Over the course of each season the Club will engage with fans and keep them up to date in a number of ways. The Club's dedicated Research and Insights team speaks to fans regularly through many channels to collect views and feedback. The team aim to deliver dedicated research to help us better understand our fan experience. The information collected is shared in City Matters meetings.

How to get involved

Supporters can engage with the representatives, groups and the Club to share their views through a range of channels:

- **City Matters:** Contact the relevant elected representative or find out more about the group and its work at [City Matters Fan Network](#).
- **Official Supporters Clubs:** Find an existing branch or learn how to establish a new branch at [Man City's Official Supporters Clubs](#).
- **Disabled Supporters Association:** Find out more about the Manchester City Disabled Supporters Association and how to get involved at [Disabled Supporters Association](#).
- **Research:** Supporters can update their user preferences to opt into participate in supporter surveys, focus groups and research through their account at <https://profile.mancity.com/UserPreferences>.
- **Supporter enquiries and complaints:** Individual enquiries and complaints should be submitted through the Club's established supporter service and complaints processes at [Help & Information Guide](#).



In addition to meetings with City Matters the Club will:

- Attend meetings and events with Official Supporters Clubs
- Attend meetings with other recognised supporters' associations/groups
- Maintain dialogue and attend meetings with local community groups
- Work with our charity, City in the Community to engage fans



DISABLED SUPPORTERS ASSOCIATION

The Club also works closely with the Manchester City Disabled Supporters Association (DSA), which represents and supports disabled fans. The DSA provides an additional platform for disabled supporters to share feedback with the Club and help shape an inclusive matchday experience. The DSA hosts regular meetings online and in person, and consults with the Club to ensure the voices of disabled supporters are heard. Fans can find out more about the DSA and how to get involved at mancity.com/access.

OFFICIAL SUPPORTERS CLUBS AND FAN ENGAGEMENT

Official Supporters Clubs (OSCs) are at the heart of Manchester City's supporter network, connecting fans both locally and globally. The Club continues to build strong relationships with branches through exclusive events, recognition, and meaningful engagement opportunities.

Support is provided through in-person activities, digital campaigns, and tailored initiatives that reflect the diversity of the fanbase. Details on how to join, start, or find a branch are available at mancity.com/supporters-clubs.

With over 400 branches worldwide, fans can proudly come together and share unforgettable City moments whilst cheering on the Club they love from wherever they are based.

In 2026/27 we will continue to work with the Official Supporters Clubs

- Supporting new branches opening.
- Inviting OSC members to the Club's activities such as trophy events and annual Pride flag-raising events.
- Continuing to support the OSC by hosting the OSC Annual General Meeting at the Etihad Stadium and hosting monthly Executive Committee meetings at the City Football Academy.
- Helping branches to celebrate branch milestones.
- Supporting international fans and OSC branches through OSC-exclusive activities and event in international locations.

This work will continue to grow each season, strengthening connections with Manchester City fans across the world and ensuring supporters feel part of the Club, wherever they are.



FAN EXPERIENCE SURVEYS AND GATHERING FEEDBACK

The Club regularly invites fans to take part in research activities such as surveys, interviews, and focus groups about their experience of following the Club. In the 2025/26 season, over 200,000 fans took part in online surveys to share their opinions across a range of topics. Surveys sent include;

These initiatives aim to:

- Matchday Experience
- Member Sentiment

A further 160 fans took part in focus groups and interviews to have in-depth discussions around different topics. The feedback helps the Club make better decisions and find new ways to improve the experience for City fans everywhere.

EQUALITY, DIVERSITY AND INCLUSION

Manchester City is committed to embedding equality across the Club and creating an inclusive, welcoming and safe environment for all supporters and staff. We value the diversity of our fanbase and believe that football can play a positive role in promoting respect, fair play and inclusion.

The Club maintains a zero-tolerance approach to discriminatory and abusive language and behaviour. This includes racism, homophobia, Islamophobia, antisemitism, sexism, misogyny, disability discrimination, sexual harassment, tragedy chanting and abusive gestures. Further information about expected fan behaviour, reporting routes and the Club's approach to sanctions is set out in the Supporter Charter.

During the 2026/27 season, the Club will:

- Continue to provide and promote clear ways for supporters to report discriminatory behaviour and sexual harassment, including through stewards and the Club's anonymous text-reporting service.
- Work with City Matters and the wider fan base to understand the experiences of different supporters and identify opportunities for improvement.
- Consult supporters through the Equality, Diversity and Inclusion sub-group, with planned discussions including women's safety on matchdays, the Premier League Together Against Suicide project and engagement with diverse fans.
- Continue to develop accessible and inclusive services and facilities that reflect the different needs of supporters, including multi-faith rooms, halal catering, family provision and accessible facilities.
- Collaborate with relevant organisations and community partners to promote equality, improve access and inclusion, and share learning and good practice.

For further information, please refer to the [**Club's Supporter Charter**](#).



CITY IN THE COMMUNITY



City in the Community (CITC) is Manchester City's official charity. Founded in 1986, it uses the power of football and the reach of the Club to empower healthier lives and drive positive change across Greater Manchester and beyond.

CITC delivers 22 programmes across three outcome-based pillars:

- **Healthy People**
- **Healthy Futures**
- **Healthy Communities**

During 2025/26, CITC expanded its disability provision into SEND schools. Through explorative play and carefully tailored activities, the programme supports pupils' physical, social and emotional development, helping them to express themselves, develop key motor skills and build positive relationships with their peers.

In 2024, City in the Community (CITC) launched its Youth Voice Panel. During the 2025/26 season, the Club and CITC established a connection between the panel and City Matters, enabling the Fan Advisory Board to hear directly from younger fans and better reflect their views. During 2026/27, we will continue to strengthen this relationship and explore further opportunities for engagement.

Find out more: [**CITC launches Youth Voice Panel.**](#)

CELEBRATING 40 YEARS

The 2026/27 season marks CITC's 40th birthday and provides an opportunity to celebrate four decades of community impact. As part of the anniversary, supporters, participants, volunteers and members of the community are being invited to share their memories and stories of CITC's work since 1986. These stories will help recognise the charity's history, celebrate its present-day impact and inspire future generations.

During the 2026/27 season, CITC will:

- Celebrate its 40th birthday by sharing stories demonstrating the charity's impact across Greater Manchester and beyond.
- Invite supporters, former participants, volunteers and community members to contribute their own CITC stories, memories and photographs.
- Continue to deliver programmes across the Healthy People, Healthy Futures and Healthy Communities pillars.
- Further develop inclusive provision, including activity supporting children and young people in SEND schools.
- Work with local communities and young people to ensure their experiences and views help shape relevant programmes and activity.
- Provide opportunities for supporters to learn more about, participate in and support CITC's work.



How supporters can get involved

Supporters are welcome and encouraged to engage with CITC by participating in community events and activities, sharing its campaigns and impact, and contributing their own memories and stories during the charity's 40th birthday season. Current opportunities to get involved will be shared at mancity.com/citc

HERITAGE ITEMS

The Club considers the following to be Heritage Assets. There are no items in scope for discussion during the 2026/27 season or at any point in the future.

- Club Crest (most recently 2015)
- Club Name
- First Team Home Shirt Club Colours

For any proposed significant changes, the Club will first consult with the Fan Advisory Board (FAB) and then determine a process for broader fan consultation. Broader consultation may include fan communication, surveys, lectures, drop-in sessions and votes.

THE SUPPORTER CHARTER

The Club's Supporter Charter contains a wide range of information about the Club and its policies as they relate to fans and the matchday, including:

- Matchday information
- Ticketing Sanctions and ban policy
- Access and Safeguarding
- Club contact details
- Equality and Diversity
- Contact us information
- Complaints

You can read the full Supporter Charter available here at:

www.mancity.com/ticketing-and-hospitality/terms-and-conditions

The Club review and update the supporter charter each year.



2025/26 SEASON REVIEW

City Matters continued to develop over the 2025/26 season and remains a vital part of Manchester City's overall approach to fan engagement. The group has provided constructive input across a range of important topics, contributing to improvements that impact fans both at home and away.

Key Fan Engagement activities during the 2025/26 Season

- 17.5 hours of City Matters engagement through in-person full-group meetings with either the Nominated or Alternate Board Level Official in attendance at all meetings.
- 18 hours of City Matters sub-group meetings with open discussion and insight sharing to support positive discussion and consultation on topics across matchday experience, ticketing & membership and EDI.
- A City Matters video was created to raise awareness of the work and role of the Fan Advisory Board.
- City Matters representatives regularly hosted a matchday drop-in space at Pre-Match at Co-op Live, providing opportunities to meet supporters, gather feedback and raise awareness of the role of fan representatives.
- The City Matters Chair participated in a Q&A at the Pep Guardiola Stand test event in May 2026, where 4,000 supporters experienced the new space and heard directly from the Fan Advisory Board.
- Development of a comprehensive, inclusive approach to new representative recruitment.
- Completion of a full onboarding and refresher day for both new and existing representatives totalling seven hours ahead of starting their roles for the 2026/27 season.
- Fans' participation in research activities over the 2025/26 season saw over 200,000 fans take part in surveys, and more than 160 fans take part in focus groups or one-to-one interviews
- Regular meetings and engagement between the Disabled Supporters Association and the Access Team.
- Welcomed 11 new Official Supporters Club branches, including Poznan Blues, Istanbul Cityzens and Tunis.
- Hosted the OSC Annual General Meeting at the Etihad, attended by nearly 200 branch representatives.
- Presented 40 branches with commemorative gifts throughout the season for 10-, 25- and 50-year anniversaries.
- Engaged with almost 70 branches on a matchday in 2025/26 via Blue Carpet interviews or social media and in-bowl features. Up from 12 in 2024/25.
- Manchester PRIDE campaign hosted symbolic flag raising and included matchday activation and participation in the Parade.



CASE STUDIES FROM 2025/26

The following case studies demonstrate how engagement with City Matters representatives informed Club decisions and contributed to positive supporter outcomes during the 2025/26 season.

CHANGES TO TICKET TRANSFER RULES

Context

Following clear and consistent feedback from City Matters, the Club updated its Ticket Transfer rules ahead of the 2026/27 season, with the aim of providing greater flexibility for supporters while ensuring tickets remained in the hands of genuine Manchester City fans.

How we engaged

City Matters shared specific details on the current limitations, the experience of those they represent, and areas for improvement. This allowed the Club to consider how the existing rules operated and identify potential improvements for supporters.

Outcome

Direct feedback and continued engagement from City Matters representatives resulted in the following changes to the Ticket Transfer rules:

- Season Ticket Members can now transfer their ticket to anyone on their Friends & Family list, regardless of membership type, including Season Ticket Members, Members and non-members.
- The maximum Friends & Family group size has increased to 18 people, giving supporters greater flexibility when managing their tickets.
- Friends & Family members can be added at any point during the season, allowing supporters to build and manage their group when required rather than committing to a fixed list at the start of the campaign.
- The Friends & Family network can also be used for away-ticket purchases and the management of other Season Tickets, including payments and Cup Schemes.

Learning and next steps

The outcome demonstrated the value of sustained dialogue with supporters when reviewing ticketing policies. The Club will continue to monitor how the updated rules operate during the 2026/27 season and engage with City Matters on any opportunities for further improvement.

Commenting on the discussions held the decisions taken, City Matters, said:

“City Matters is delighted with the Club’s ticketing announcement and the decisions that have been made, both in relation to Season Ticket and Match-by-Match prices as well as the simplified ticket transfer policy.”

“Over several months we have worked closely and constructively with the Club, taking part in positive dialogue with them, sharing a wide range of views from within our fanbase on ticketing related topics.

“The outcome that the Club and City Matters have delivered together demonstrates the real and positive impact that City Matters has as the Club’s official fan network.”

“We would like to thank the Club for delivering on our priorities, showing once again that there is a clear understanding of the needs of fans and a commitment to acting in their best interests.”

For more information: [Manchester City Ticketing Update](#)

BLACK HISTORY MONTH

Context

The Club’s 2025 Black History Month campaign aimed to celebrate Black history and culture while providing a platform for meaningful conversations and storytelling around representation, identity, inclusion and community.

How we engaged

Jahmal Williams-Thomas, the City Matters Black and Mixed Heritage Representative, worked closely with the Club to help shape and support the campaign. His involvement helped ensure that its content reflected the experiences and perspectives of Black and Mixed Heritage communities.



Outcome

Jahmal's involvement contributed to several important elements of the campaign:

- He featured alongside acclaimed poet and writer Lemn Sissay in the Club's Black History Month poem, helping to deliver a powerful message that resonated with supporters and the communities he represents.
- He participated in a pitchside interview with Lemn Sissay, providing further visibility to the campaign's themes and creating an authentic platform to discuss representation, identity and inclusion.
- An interview with Jahmal was published on the Club's website, discussing his personal connection to the club, his role models and the importance of representation. See [here](#).
- He supported the development of content reflecting the experiences and perspectives of Black and Mixed Heritage communities, helping the campaign remain relevant and meaningful.
- The Black History Month campaign was discussed 554% more online mentions than the previous year, demonstrating the increased reach and visibility of the initiative.



Learning and next steps

The campaign demonstrated the value of involving supporter representatives in the development and delivery of EDI activity. The Club will continue to engage City Matters representatives when planning relevant campaigns and activations during the 2026/27 season.

Commenting on the campaign Jahmal said:

"I'm incredibly proud to be involved with City Matters - I'm proud to represent the fans of the club I love and am very proud to be a City fan full stop! I think we have a fantastic, loyal fanbase and to represent them means the world. So I am very proud to be an official Man City fan representative."

"The objectives (of Black History Month) are to remind the world, and celebrate the amazing achievements of Black people and also to reclaim the narrative of Black history."

For more information: [The Stadium Speaks - a poem by Lemn Sissay](#)

LOCAL TICKETS

Context

The Club developed its Local Tickets initiative to increase access to matches for local communities. The approach needed to be fair, sustainable and aligned with the Club's wider community objectives while protecting the integrity of the scheme.

How we engaged

Through ongoing engagement and feedback, City Matters worked closely with the Club to help shape the initiative. Representatives contributed to discussions about eligibility, community reach, affordability and the measures required to ensure tickets reached the supporters they were intended to benefit.

Outcome

Support and feedback from City Matter representatives helped shape the Local Resident Tickets initiative, enabling it to launch for the 2026/27 season with fan input reflected in the final approach. The initiative included:

- Thousands of discounted Premier League tickets ringfenced for residents in five wards surrounding the Etihad Campus.
- Between 100 and 500 tickets made available across the Etihad Stadium for each Premier League match, priced at £10 for adults, £7.50 for concessions and £5 for under-18s.
- Tickets allocated through a ballot to provide eligible residents with equal access to the available allocation.
- A registration process requiring proof of address, with any misuse managed in line with the Club's sanctions and bans policy.

Learning and next steps

The initiative demonstrated how supporter engagement can help balance accessibility, affordability and ticketing integrity. The Club will continue to review the operation of the scheme and consider feedback from City Matters as it develops.

Commenting on the announcement, Lee Broadstock, the Chair of City Matters, said:

"We're really pleased to see the Club take proactive steps to help local people watch Manchester City, with thousands of Premier League tickets available for just £10."

"By making matches more accessible, it will help more people from East Manchester attend regularly, get behind the team and contribute to the atmosphere that makes the Etihad Stadium such a special place on matchdays."

For more information: £10 Premier League tickets ringfenced for local residents next season

FAN ADVISORY BOARD ASSESSMENT

The Club undertook a formal assessment of the City Matters programme at the end of the 2025/26 season. This included an anonymous survey completed by all City Matters representatives, followed by a detailed review meeting between the Club's Nominated Board Level Official and the Chair and Vice Chair of City Matters to reflect on the progress made throughout the season and identify opportunities to further strengthen fan engagement.

Feedback from City Matters representatives during the 2025/26 season reflects a continued progress in the effectiveness and influence of the group. Representatives praised the open and honest nature of discussions within meetings, the strong leadership shown by the Chair in encouraging balanced contributions, and the positive impact City Matters continues to have on the fanbase. All representatives surveyed agreed that City Matters has played an effective role in advising the Club's decision-making process regarding fan issues, with many also recognising improved engagement from senior Club staff throughout the season.

A key theme throughout the feedback was the positive impact City Matters had on ticketing discussions during the season. Representatives particularly welcomed the Club's decision to retain General Admission season ticket prices at the same rate as the previous season, with many highlighting this as a clear example of fan consultation leading to meaningful outcomes for fans.

The survey results also demonstrated clear progress across several areas compared to the previous season, including the diversity and balance of representation within City Matters, the involvement of senior Club figures, the quality of meeting administration, and the effectiveness of communication between City Matters and supporter groups. Representatives also reported feeling more able to contribute strategically and positively within meetings.

At the same time, representatives identified areas where further progress is required. Feedback highlighted a desire for earlier consultation on matters significantly impacting supporters, greater transparency and more detailed information ahead of meetings, and improved communication of City Matters' work and successes to the wider fanbase. Representatives also noted opportunities to further strengthen timelines, processes, and support available to the group.

These findings have informed a series of actions for the 2026/27 season, focused on earlier consultation, improved information sharing and action tracking, and increasing the visibility of City Matters' work and impact among the wider fanbase.

The Club thanks all members of City Matters for their commitment and contribution throughout the 2025/26 season. The Club looks forward to continuing to work collaboratively with City Matters during the 2026/27 season to further strengthen fan engagement and deliver positive outcomes for fans.

This Fan Engagement Plan will be published by 21 August 2026 and will remain available throughout the 2026/27 season. The Club will review the online plan and associated contact information during the season and update it where any material changes occur.





CITY MATTERS

