

CITY MATTERS MEETING - MINUTES

CFA HQ Boardroom

Thursday 13th December 2018

Attendees

Fan Representatives Present

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| Adam Purdue | Families & Young People Representative (Chair) |
| Sophie Boden | Female Fans Representative |
| John Browne | LGBTQ Representative |
| Matty Dove | Under 25s Representative |
| Kevin Parker | OSC Representative |
| Patricia Robinson | Over 65s Representative |
| Colin Savage | Seasoncard Holders Representative |
| Simon Walker | Seasonal Hospitality Representative |

Club Representatives Present

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| Omar Berrada | Chief Operating Officer |
| Danny Wilson | Operations Director |
| Lisa Eaton | Head of Supporter Services |
| Elliot Ward | Public Relations Manager |
| Josh Emerson | Communications (minute taker) |

Apologies

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| Mark Barber | Disabled Supporters Representative (Vice Chair) |
| Andrew Bucknall | BAME Supporters Representative |
| Andrew Gilligan | Head of Research and Insights |

Format and Structure

Each City Matters meeting will be divided into three parts with two main topics tabled for discussion, these can be items put forward by the Club and/or Fan Representatives, followed by a Q&A.

Agenda

1. Communications Update
2. Ticket Points Update and Discussion
3. Matchday Experience Discussion
4. Q&A
5. Future Meeting Dates and Topics

ITEM 1

Communications Update

| TOPIC | SUMMARY |
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| Approval of minutes and distribution | <ul style="list-style-type: none">• Minutes will be produced and shared with fan representative Chair Adam Purdue on the Monday following the meeting (+2 working days), to be approved by the group on the Wednesday (+2 working days) and distributed via the .com/citymatters website on the Friday (+2 working days). |
| Communicating with fans | <ul style="list-style-type: none">• The Club will deliver the below to ensure that fans are aware of who their representative is and how they can be contacted.• This is subject to the creation of specific email addresses @citymatters.co.uk, which the Club's IT department are currently working on.<ul style="list-style-type: none">○ A permanent "City Matters" web page on mancify.com○ Emails to fans on Manchester City's database○ Social Media @mancify (monthly) and @mancifyhelp (bi-weekly) with link to web page○ Page in the matchday programme (Men's and Women's team games)○ City Square and Colin Bell Stand Reception interviews with City Matters representatives (alternate matchdays, two fixtures per month)○ "Meet your representative" drop in sessions (monthly – in person at CFA or online). |

ITEM 2

Ticket Points Update and Discussion

| TOPIC | SUMMARY |
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| Introduction and overview | <p>At the previous City Matters meeting three recommendations were submitted by fan representatives:</p> <ol style="list-style-type: none"> 1. The implementation of a ballot of away tickets for 18-25-year olds against an agreed number of tickets for every away match 2. Changing the Ticket Points system to award points based on attending home games only 3. Making changes to the membership scheme structure and removing Platinum <p>The Club agreed to provide feedback on each of these points and any proposed changes that would be effective from the 2019-20 season.</p> |
| 18-25 year olds | <ul style="list-style-type: none"> • The following changes are proposed by the Club: <ul style="list-style-type: none"> ○ An away ticket ballot for Seasoncard holders aged 18-25 will be introduced. ○ Seasoncard holders aged 18-25 can apply for one ticket per person, regardless of Ticket Points ○ 5% of the total away ticket allocation will be distributed via this ballot, equivalent to c.150 tickets per game* ○ These tickets will be removed from the total allocation reserved for Seasoncard holders (60%, 1,800 tickets) <p>*Proposed number of tickets is based on an allocation of 3,000 away tickets</p> • Fan representatives welcome this suggestion but would like this to be open in the form of a “a one-day window”. If the 5% is not taken up, the remaining percentage would revert back to the overall Seasoncard holder allocation. • For the one-day window additional communication would be required to allow people to plan in advance and prepare for the 5% allocation going live. • The fan representatives agree that this ballot system should apply to all competitions and all stages from first round through to finals. |

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| | <ul style="list-style-type: none"> • The fan representatives suggest that the ballot system could be trialled this season and would like to know if tickets could be allocated in the same area of the stand as this would also contribute to atmosphere. The Club agrees to explore this. • Fan representatives ask how this would be monitored in terms of cut off points for 18-25-year olds, for example if you turn 25 in the middle of the season, are you unable to apply? • The Club suggests that the process currently applied for Seasoncard holders, is applied to the new scheme. • The Club agrees to review the scheme once launched to assess whether there should be limits to the number of ballots successful applicants can enter, in order to maximise everyone’s chances of getting a ticket. • |
| Points Award System | <ul style="list-style-type: none"> • The following changes are proposed by the Club: <ul style="list-style-type: none"> ○ Ticket Points will be awarded based on <u>attendance</u> at home games. ○ Ticket Points will therefore be allocated retrospectively following each home game in order for the Club to validate attendance via the access control system. ○ Ticket Points will not be used-up or debited from a supporters’ account on purchase of a ticket for an away game. This would penalise frequent away attenders. ○ Ticket Points will still be allocated to supporters who purchase a ticket for away games that did not sell out to Seasoncard holders – where every Seasoncard holder had the opportunity to purchase. • Fan representatives welcome the proposed changes. • A question is raised regarding ticket exchange and who the recipient of points would be should a fan take up this option. The Club informs the representatives that it would be the purchaser of the ticket that receives the points after the exchange. • The fan representatives suggest that this new approach to the points system would also provide an incentive for home attendance for games with less demand, in early rounds of cup competitions, for example. It is suggested that this could include double points. • The Club explains that after consideration, using points for the purchase of away tickets is not something that will be pursued. It is suggested this could penalise those that attend the majority of away games (through reduction of |

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| | <p>their points relative to other fans) because those who do not attend will not be using their points.</p> |
| <p>Membership Structure</p> | <ul style="list-style-type: none"> • Changes to the membership structure and the Platinum Seasoncard are subject to an ongoing review. Whilst there is no further update at this time, it could form part of a wider discussion with a sub-committee (minuted below). • Fan representatives suggest that if away points were removed for games that sell out to Seasoncard holders, the number of fans who upgrade to Platinum could fall, as the current system of double points for these games would cease to exist. • Fan representatives suggest that other benefits could be offered instead of points which the Club agree to consider. |
| <p>Thomas Cook Sport European Away Packages</p> | <ul style="list-style-type: none"> • The fan representatives agree with the Club's proposal to guarantee a ticket for away European fixtures for fans who choose to travel through Thomas Cook Sport, the Club's official matchday travel partner. It is hoped that this will make it easier for people to book travel and take time off work as well as helping to ensure that ticket allocations are fully utilised. Priority will be given to Seasoncard holders. • This will only be applicable to the first aircraft, where the number of flight seats will typically be between 180-200 seats. |
| <p>Other Questions</p> | <ul style="list-style-type: none"> • Other items that the Club is considering in relation to Ticket Points: <ul style="list-style-type: none"> ○ Should supporters who join the cup schemes be rewarded with additional points? (13,500 Seasoncard holders have signed up to all three cup schemes) ○ Transitioning to a rolling points system (e.g. the last three seasons) to replace the current model which is based on lifetime points accrual ○ Modelling work is being undertaken by the Club on the above and will be shared in due course. • The Club suggests that these latter points are discussed by the representatives before the next meeting so that feedback can be provided. • The Club would also like to establish a Ticketing sub-committee for this workstream over the coming months. |

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| | Fan representatives will suggest names of those who would like to take part at the next Club meeting. |
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ITEM 3

Matchday Experience Discussion

| TOPIC | SUMMARY |
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| Frequent Fan Journey Wheel | <ul style="list-style-type: none"> The Club present the frequent fan matchday journey wheel which helps to continuously review their experience and identify opportunities for improvement as well as any issues which may arise. |
| Food & Drink: Performance Summary | <ul style="list-style-type: none"> Through the FAPL Match Attenders Survey 2017/18 and the Manchester City 2017/18 Matchday Satisfaction Report, 5,183 were asked: “With matchday catering in mind, how would you rate the <i>Quality of service/Quality of food & drink/Range of food & drink/Length of time taken to be served/Price of food & drink</i> at the Etihad Stadium?” <p>According to this survey, fans’ main concerns are:</p> <ul style="list-style-type: none"> Price of food & drink Length of time to be served <ul style="list-style-type: none"> For further context, the Club shared that 1 in 4 transactions are currently made with a credit / debit card. Each kiosk in the stadium is now fitted with a contactless card reader. |
| Food & Drink: Opportunities | <p>There are three new initiatives that the Club is looking to trial this season:</p> <ul style="list-style-type: none"> Fingopay: A finger vein scanning system which allows for quicker and easier payments. Fans can register their finger and link this to their account. Beerjet: A fast beer pouring system that allows for the pouring of 6 pints simultaneously. It is capable of pouring 1,500 pints every hour. 5-10 of these units will be installed around the stadium. Queuing system: A Disney style queuing system will be trialled at a number of bars. This should lead to quicker service and can be removed easily to allow for additional space when fans are leaving the stadium. |

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| | <ul style="list-style-type: none"> • The Club continuously looks at ways to improve the match day experience and how the use of technology can support this. • A point is raised about sustainability with regards to food and beverage and where the Club could make improvements. • The Club has a sustainability programme in place, and whilst there is more which can be done to enhance our provision, the Etihad Stadium employs a zero waste to landfill programme. Everything is either re-cycled or converted into energy. • The Club will provide further information to fan representatives about sustainability initiatives. |
| <p>Food & Drink: Ideas from the Industry</p> | <ul style="list-style-type: none"> • A number of examples of other ideas from within the industry are shared by the Club, including: <ul style="list-style-type: none"> ○ Vegan food ○ Street food ○ Collect & Click screens ○ Food markets ○ Mobile beer service ○ Click & Collect app ○ In-seat delivery ○ Craft beer |
| <p>Open Discussion/Feedback</p> | <p>Does the Club have someone that looks after the beer?</p> <ul style="list-style-type: none"> • Yes, Fabulous Fan Fayre is the Club's catering supplier and the quality of all food and drink items is monitored on an ongoing basis. <p>It is suggested that staffing issues on a match day contribute to the service issues that fans experience.</p> <ul style="list-style-type: none"> • The Club is aware that staff training is an important issue and is looking at ways to ensure that service delivery is improved. • Fan representatives suggest that the supervision of the staff is an issue that needs to be addressed. • Automated solutions are accepted by the fan representatives as a possible solution given the high volume of food and beverage that is purchased in a short period during half time. <p>The fan representatives suggest that plans to improve service do not address the issue of price.</p> |

- The Club comments that the beer is priced competitively at £4 per pint but will continue to listen to feedback from fans. Over the last 12 months, food and beverage bundles have been introduced with price discounts along with a Seasoncard holder discount for purchases over £10.
- The concept of external providers is discussed which could increase competition and ensure that fans have a greater number of options to choose from on a match day.

The Club asks fan representatives for their thoughts on the use of different payment methods and which they do/would use.

- It is noted that the majority of fans use cash to pay at concessions, but that a pre-paid card with a cashback or discount incentive could help to encourage fans to migrate to this method.
- Card only queues are proposed as a possible solution for those who would like to use contactless payment. The Club comments that this has been trialled previously and could be formally introduced stadium-wide.
- Fan representatives suggest that food and beverage could be used as an incentive for fans to arrive at the stadium earlier.
- The Club has trialled offers previously and continues to look at incentives which could support this.

Fan representatives ask the Club if they are aware of other comments or complaints from fans reading concessions outside of the stadium?

- The Club does receive feedback from fans who use the concessions outside of the stadium, however service issues, in the main, are focused on the stadium concourses at peak times.

The Club suggest that there may be opportunities to trial other catering options in the future and would welcome proposals and ideas from fan representatives.

Q & A

| TOPIC | SUMMARY |
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| <p>Would the Club consider a one-off ticket amnesty?</p> | <p>Fan representatives suggest that this would be required for those who are using another person's Seasoncard where the named holder is due to turn 65. The user of the card would like to have the Seasoncard reallocated to them.</p> <p>Fan representatives believe that fans would also like the total number of points transferred to their name too.</p> <p>The Club informs the committee that it is open to exploring this further but that previously, when someone has passed away, the ticket may be transferred to retain the Seasoncard, however the points have never been transferred with it. There have not been any issues with this system.</p> <p>The Club suggests that this is an item which is discussed within the Ticketing sub-committee</p> |
| <p>LGBT+ survey shared by John Browne</p> | <p>The LGBT+ survey commissioned by Football Vs Homophobia and Pride in Football will be shared with departments across the Club. It is suggested that this is discussed as part of the Club's wider inclusion work at a meeting where Equality and Diversity is scheduled as a topic.</p> |
| <p>When will the minutes be published following the City Matters meeting?</p> | <p>Proposed minute publishing cycle: Thursday meeting > draft minutes to Chairman by Monday > requested amendments returned to the Club by Wednesday > Finalised minutes published on Club website on Friday.</p> |
| <p>Transportation: Request for update on Club led studies regarding matchday transportation</p> | <p>The Club is working with a transport consultant with a view to improving the fan experience on matchday. Initiatives being explored include;</p> <ul style="list-style-type: none"> • Additional egress points from car parks • Additional parking options • Additional trams and frequency • Additional coach parking • Options to remain on site after the game to defuse peak egress requirements • Further management of the traffic controls to help improve flows both to and from games along main arterial routes. <p>Updates will be shared in due course.</p> |
| <p>Catering: Could the Club clarify why there is an alcohol ban at your seat?</p> | <p>The Club clarifies legislation reading the consumption of alcohol in stadium seats:</p> <p>The Sporting Events (Control of Alcohol etc.) Act 1985 prevents a person from consuming alcohol at any sports ground in England and Wales where the match can be directly viewed and</p> |

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| | <p>involves a team who is a member of: the Football League; FA; Premier League; Football Conference National Division; Scottish Football League; Welsh Premier league; playing in the FA Cup or in international matches.</p> <p>The consumption of alcohol in view of the pitch in private facilities (e.g. boxes) is prohibited 15 minutes before the start of the event to 15 minutes after the end of the event but is otherwise allowed (providing it is done within the box).</p> <p>The Sports Grounds and Sporting Events (Designation) Order 2005 Schedules confirm which sporting events and grounds the rules apply to – ie applies to football but does not list rugby, cricket etc. hence why you can drink at these events</p> |
| <p>Service KPIs (phone queues etc). Does the club have a documented charter or other document that covers this?</p> | <p>Yes, the Club does have a charter. The aim of the charter is to ensure that a high quality and consistent service is delivered.</p> <p>The Club is happy to share the charter with the Chair and, should the group wish, table this item as a discussion topic at a future meeting.</p> <p>Service is continually reviewed and forms part of a wider conversation to ensure that levels continue to improve.</p> <p>Self-service and automation are also being explored to complement and enhance our current systems.</p> |
| <p>Does the club have a view on the increasing disregard TV companies are showing for the match-attending fan when it comes to rescheduling games for TV?</p> | <p>Broadcast rights are implemented over a three-year period and are subject to the agreement of the majority of Premier League clubs.</p> <p>The only occasions for which exceptions have been made and changes to dates and times accommodated, are in respect of significant infrastructure projects, for example the development of the South Stand in 2015.</p> <p>As a Club we recognise that certain fixtures are scheduled at times which may not be the most convenient with regards to travel for fans. We have therefore implemented initiatives such as free coach travel to minimise disruption.</p> <p>Fan representatives agree that this is a point they will discuss ahead of the next Club meeting with a view to suggesting other ways the Club could provide support.</p> |

ITEM 5

Future Meeting Dates and Topics

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| 31 st January (6pm-9pm) | CFA |
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Fan representatives will consider which topics they would like to discuss over the Christmas period and inform the Club in the New Year.