



***CITY
MATTERS***

MANCHESTER CITY'S FAN ADVISORY BOARD

TERMS OF REFERENCE

2026/27 SEASON

1 INTRODUCTION TO THE TERMS OF REFERENCE

The Terms of Reference set out the purpose and aims, responsibilities, membership, recruitment, term limits and the overall structure of City Matters, Manchester City's (the "Club") elected fan network.

2 PURPOSE AND AIMS

City Matters operates as the Club's formal fan engagement programme.

It exists to provide a structured forum for the Club's fans to engage with senior Club representatives in a respectful and constructive manner, in an environment where ideas and feedback can be shared and discussed, relating to topics which directly impact the fan experience.

Alongside this, it provides fans with an opportunity to support new initiatives which are introduced at the Club as well as reviewing and developing existing initiatives.

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 respectful and 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.

3 RESPONSIBILITIES

3.1) Fan Responsibilities

City Matters is a forum for two-way dialogue. Fans who participate in City Matters (the "City Matters Fan Representatives") are required to do the following.

- Actively seek out the views of their respective fan group and share these with the Club.
- Put forward their own ideas and make recommendations.
- Advise the Club on matters from their perspective and the perspective of their representative fan group.
- Constructively challenge the Club.

3.2) Club Responsibilities

The Club will use City Matters as a sounding board for new initiatives or changes to existing initiatives seeking valuable input from different fan perspectives.

Club representatives that participate in City Matters and any colleagues from the wider Club that are engaged over the course of the season, will ensure that City Matters Fan Representatives are well briefed with the necessary information in order for them to meaningfully contribute to meetings and discuss various topics. City Matters Fan Representatives will be sent any relevant materials no later than five working days prior to the full-group or sub-group meeting.

The Club will outline the areas for engagement on an annual basis in its Fan Engagement Plan and will ensure that a forward plan for both full-group and sub-group meetings is maintained.

The Managing Director - Manchester City Operations will be the Nominated Board Level Official with overall responsibility for City Matters and be in attendance at all full group meetings. The Group Chief Operating Officer will be the alternate Nominated Board Level Official.

3.3) Decision-Making Responsibilities

Whilst the views of City Matters Fan Representatives will be taken into consideration on every topic discussed between the Club and the fan network, overall decision-making responsibilities reside with the Club.

3.4) Behaviour

Both City Matters Fan Representatives and Club representatives are expected to behave in a constructive and respectful manner at all times. City Matters Fan Representatives will be asked to sign a 'Code of Conduct' as part of their volunteer agreement (4.4.4). Any behaviour the Club deems in its full discretion to be unacceptable (including but not limited to such behaviour deemed unacceptable under or in breach of the Volunteer Agreement and Code of Conduct) may result in a suspension, dismissal or termination from City Matters as a City Matters Fan Representative.

4 MEMBERSHIP, RECRUITMENT AND ELECTIONS

4.1) City Matters Fan Representative Groups

The Fan Advisory Board consists of a total of 13 City Matters Fan Representatives to represent the Club's fan base. These are as follows:

- Families
- Under 25s
- Season Ticket Members
- LGBTQ+
- Disabled Fans
- Women
- Black and Mixed Heritage Fans
- Over 65s
- Seasonal Hospitality
- Asian and Mixed Heritage Fans
- Official Supporters Clubs (OSCs)
- Matchday Members
- Fan Activations

New City Matters Fan Representative groups can be added to the network at the Club's discretion should the Club deem there is a demographic gap which should be filled. The Club will discuss proposals for new City Matters Fan Representative groups with City Matters Fan Representatives.

Any new group which is established is bound by the recruitment and election criteria set out in these Terms of Reference (4.2).

In line with the Club's commitment towards engaging with City Matters Fan Representatives who reflect the Club's diverse supporter base, the Club will work with City Matters to take positive action to encourage applications from groups connected to under-represented communities.

4.2) Recruitment and Elections - Groups Without Existing Formal Representation

The process for recruiting a City Matters Fan Representative to join City Matters is as follows:

- 4.2.1)** The Club will publish an advertisement across a range of platforms of its choosing both digital and physical, to inform fans that volunteer roles are available with City Matters
- 4.2.2)** Fans that wish to join City Matters can download or receive a physical copy of a recruitment pack. This recruitment pack includes: a volunteer role description, an overview of City Matters and an application form.
- 4.2.3)** The advertisement will be open for at least two weeks from the date of first publication, with the specific timeline selected at the Club's discretion. The Club will actively encourage applications from underrepresented groups, in line with its ongoing commitment to further improve diversity in football.
- 4.2.4)** Following the closing date, a Club panel including the Chair and Vice Chair of City Matters will review the anonymised applications based on a skills matrix* which will be scored, before preparing a shortlist. The panel will include a representative from the Club's Equality, Diversity and Inclusion team.

*Skills Matrix:

- City fan and evidence of ongoing engagement with the Club.
- Demonstrated knowledge of the chosen fan group.
- Role or career experience related to customer experience/working with people.
- Experience of participation in committees or public engagement.
- Examples of working collaboratively and constructively to deliver an outcome.

4.2.5) Those who have the highest scores will be asked to attend a short online interview with the Club and the Chair and Vice Chair of City Matters.

4.2.6) Profiles of those shortlisted for voting will then be published on the Club's website (**mancity.com**) and eligible fans (eligibility criteria will be published during the election window) will be invited to vote for their preferred candidate. The candidate from each group category with the most votes will join City Matters and represent their group. Candidates will be required to draft a personal statement for their profile to a set word count. Whilst the content for the profile will be drafted by each candidate, the Club will request that they document their relevant skills and experience in addition to their personal connection to the Club as a fan.

4.2.7) During the voting stage, City Matters may host a 'hustings' session with candidates for fans allowing fans to ask questions. The Club are able to support with advertising the sessions.

4.3) Recruitment And Elections - Groups With Existing Formal Representation

In the event that an existing fan network already operates i.e. there is a group that has a formal membership for a particular fan community that the Club would like to see represented in its formal fan engagement programme, the Club may recruit a City Matters Fan Representative from the membership of the established fan network. In these cases, the following process and rules will apply:

4.3.1) The City Matters Fan Representative will be subject to a vote through the existing membership structure of the group in question.

4.3.2) The candidate with the most votes will join City Matters and will be bound by the same term limits as City Matters Fan Representatives elected through the process detailed in these Terms of Reference (**4.4**).

4.3.3) For the 2026/27 season, the recognised groups with existing formal representation are:

- The OSCs (for the OSCs Fan Representative. The General Secretary as the elected City Matters Fan Representative will be bound by the election cycle of the OSCs, i.e. when the OSCs hold an election and appoint a new General Secretary, this will automatically trigger a change in the relevant City Matters Fan Representative within City Matters); and
- The 1894 Group (for the Fan Activation City Matters Fan Representative).

For the avoidance of doubt, the recognised groups listed in these Terms of Reference (**4.3.3**) are for the 2026/27 season only and are subject to change in future seasons. The Club may also, at its discretion, recruit representatives for particular supporter communities through an established supporter organisation, network or association which the Club considers to be representative of that community. This may include, but is not limited to, representatives for disabled supporters and LGBTQ+ supporters. The Club will determine the appropriate organisation through which such representatives are recruited and may review or change that arrangement from time to time.

- 4.3.4)** Where a City Matters Fan Representative is recruited through an existing supporter organisation, network or association, the process for selecting that City Matters Fan Representative must be approved by the Club. Whilst the individual selection process is managed by the relevant supporter organisation and not by the Club, the duly selected City Matters Fan Representative will be bound by the election cycles and term limits outlined in these Terms of Reference (4.4), except where otherwise specified by the Club. For the avoidance of doubt, the OSCs City Matters Fan Representative will be bound by the election cycles of the OSCs.

4.4) Election Cycles and Term Limits

In order to ensure that new fans have the opportunity to join City Matters the Club operates regular election cycles and term limits for elected City Matters Fan Representatives. Once a City Matters Fan Representative has reached their term limit, they will automatically step down from City Matters and an election will take place.

4.4.1) Term Limits

City Matters Fan Representatives will be appointed for a maximum of 2 terms (4 seasons) with the option to represent for only 1 term (2 seasons). A term will commence on 1 July prior to the start of the first season and end on 30 June following the culmination of the second season.

- 4.4.2)** Once a City Matters Fan Representative has served a full term, they will be unable to stand for election again in any role within City Matters for 12 years. After 12 years (3 rotations of a full term) a past City Matters Fan Representative can reapply to be considered for a role on City Matters under any City Matters Fan Representative role they would qualify for. This may mean it is a different role to one they previously held. i.e. Women's City Matters Fan Representative would apply for Matchday Member City Matters Fan Representative. For the role of over 65 City Matters Fan Representative, a fan is able to reapply after 8 years (2 rotations of a full term).

4.4.3) Election Cycles

At the end of each term (2 seasons), the Club may ask a minimum of two City Matters Fan Representatives to step down so an election can take place to give new fans an opportunity to participate in the network.

If a City Matters Fan Representative has reached their term limit, they will automatically step down and an election will be held.

In the event that there are more than 2 members who are all tied for length of service e.g. 4 City Matters Fan Representatives all having completed 2 full terms, then all of the City Matters Fan Representatives who have reached their full term limit will step down.

In the event that a City Matters Fan Representative steps down from their voluntary position before their term limit has been reached, new elections will be held at the next available opportunity.

In the event that a City Matters Fan Representative resigns from their role in the first year of the term (i.e. mid-season), the Club reserves the right and full discretion to either run a re-election process in line with the next election campaign or offer the role to the candidate with the second most votes at the most recent relevant election for that City Matters Fan Representative.

Subject to the approval of both City Matters (unanimous vote) and the Club, a City Matters Fan Representative can be temporarily co-opted to join the fan network until such time as an election can take place.

The Club will ask outgoing City Matters Fan Representatives to take part in a handover with the incoming City Matters Fan Representative for their specific fan group.

4.4.4) Volunteer Agreement and Code of Conduct

Elected City Matters Fan Representatives will be required to sign a Volunteer Agreement and Code of Conduct at the start of each football season. Failure to comply with the Volunteer Agreement and Code of Conduct may result in a suspension, dismissal or termination from City Matters.

Each elected City Matters Fan Representative will be required to sign up to the Club's standard mutual confidentiality terms within seven days of the date of the Volunteer Agreement and Code of Conduct. A City Matters Fan Representative you must retain one of the following memberships and meet the relevant minimum requirement/s for the duration of the term:

- an active Season Ticket; or
- an active matchday membership and attend a minimum of 5 matches per season.

Where the role as a City Matters Fan Representative is to represent a specific Club membership, the representative must maintain that specific Club membership for the full duration of the term and meet the minimum requirements, such that:

- A City Matters Fan Representative for Season Ticket Members must meet the utilisation requirements of a Season Ticket Member; and
- A City Matters Fan Representative for a Matchday Member must retain matchday membership and attend a minimum of 5 matches per season.

City Matters Fan Representatives are expected to fully participate and be proactive members of City Matters. This means that City Matters Fan Representatives need to contribute to full-group and sub-group meetings and ensure they are regularly engaging with fans from their respective fan demographics to gather a broad set of views and opinions to feed back to the Club. If fans are unable to fulfil this obligation, or choose not to contribute at meetings, the Club and Chair reserve the right to review their continued participation on City Matters.

New City Matters Fan Representatives will be given a full induction by the Club before they begin their first term.

4.4.5) New City Matters Fan Representatives – review

During a City Matters Fan Representative's first season, the Chair and or Vice Chair will schedule a mid-season review. This is an opportunity for the new City Matters Fan Representative to reflect on the role and allow the Chair/Vice Chair to share any feedback on the City Matters Fan Representative's input so far.

5 STRUCTURE AND FORMAT

5.1) Full-Group Meetings

The full-group of City Matters Fan Representatives will meet with senior Club representatives six times per season. These meetings will last for two and a half hours

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

City Matters Fan Representatives can submit new items for discussion at full-group meetings throughout the season. However, any requests must be submitted 3-4 weeks in advance of the full-group meeting to enable the relevant information for the item in question to be gathered by the Club.

The annual schedule of meetings as set out in the Club's Fan Engagement Plan will be followed unless there are extenuating circumstances e.g. a match is moved for broadcast and this then clashes with a prearranged City Matters meeting. Meetings can only be rescheduled if the Club and City Matters are both in agreement.

5.1.1) Club Staff Attendance

Club staff in attendance at full group meetings will primarily consist of leads for areas relevant to Fan Engagement and the wider City Matters programme.

Any additional staff in attendance will participate for their relevant discussion point, arriving for their section and leaving once completed.

5.2) Sub-Group Meetings

5.2.1) Structure

Three sub-groups will operate each season. The sub-groups are designed to provide a forum for subject matter leads from the Club to engage with a smaller group of City Matters Fan Representatives on particular topics.

The forum will provide an opportunity for both the Club and City Matters Fan Representatives to discuss a topic in detail and to work on it over an extended period of time.

At the start of each football season, the Club will outline the key areas of focus for each sub-group. Sub-groups will report to the full-group of City Matters Fan Representatives and Club representatives throughout the season however, it is the responsibility of sub-group members to update their fellow City Matters Fan Representatives after each sub-group meeting. Meeting minutes will be produced for sub-group meetings by the Club and shared with all City Matters Fan Representatives.

For sub-group topics, an 'approvals' process will be implemented where topics do not need to extend outside of the sub-group. Where an agreement from City Matters Fan Representatives within the

sub-group cannot be reached or they feel it needs further discussion at full group level, topics may be escalated from sub-groups.

At the end of the season the Club and City Matters Fan Representatives will produce a summary to detail the progress and achievements of each sub-group.

5.2.2) Sub-Groups and Membership

Each sub-group will be led by a subject matter expert from the Club who has overall responsibility for the subject area.

A maximum of six City Matters Fan Representatives will actively participate in each of the sub-groups. The Club will select City Matters Fan Representatives to join sub-groups based on the elected role they have e.g. Season Ticket Member will automatically be allocated to the Ticketing and Membership Sub-Group. A City Matters Fan Representative cannot sit on more than two sub-groups.

City Matters Fan Representatives in each sub-group are expected to attend all of the meetings. Three meetings will take place per season. These will last approximately two hours and be virtual.

City Matters Fan Representatives can attend sub-group meetings as observer. The observer space will be unlimited. An observer would not be a participating member of the discussion but can be present to hear the information shared and discussion between the sub-group and the Club.

For the 2026/27 season the sub-groups will be:

- 1. Matchday Experience:** This will include the matchday experience at the Etihad Stadium this season as well as the development of the stadium.
- 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 accessible, welcoming and inclusive fan experiences across the Club.

5.3) Appointment of the Chair

5.3.1) The role of Chair will be appointed every season.

Only existing City Matters Fan Representatives (including the current Chair) i.e. not newly elected City Matters Fan Representatives can put themselves forward to be Chair of the group.

A vote, which all City Matters Fan Representatives participate in, should be held to appoint the Chair if more than one City Matters Fan Representative puts themselves forward for the position. A majority vote would be required to elect a Chair if more than one candidate stands.

Following the appointment of a new Chair, the Club should be formally notified by the outgoing Chair. If the current Chair is reappointed, they should notify the Club.

City Matters Fan Representatives can only be reappointed to the role of Chair once i.e. they cannot serve more than two seasons as Chair. If a City Matters Fan Representative has served as Chair for two seasons, they are not eligible to stand for the role of Chair again. The Chair will otherwise be bound by the same term limits as all of the other City Matters Fan Representatives.

The Chair should be agreed and confirmed to the Club by April to ensure that, if the outgoing Chair is in their final year on City Matters, there is adequate time for a handover to the incoming Chair. This timing also enables both the outgoing and incoming Chairs to participate in end-of-season governance discussions ahead of the new season.

Should City Matters wish to, they can appoint a Vice Chair to support the day-to-day work of the Chair. This should take place by April in line with the Chair position. Once appointed, the Chair should inform the Club.

- 5.3.2)** In the case of a lack of experience or appropriate skills within City Matters to perform the Chair position, it may be deemed in exceptional circumstances that a City Matters Fan Representative who is the current Chair may extend their position by a further year (1).

6 REPORTING

6.1) Minutes

Minutes will be recorded by a designated Club representative for each sub-group meeting and each full-group meeting.

The minutes from each full-group meeting will be published on the Club's dedicated City Matters website page no later than ten working days following the respective meeting.

For any additional full group meetings which may take place during the season, the Club will advise City Matters Fan Representatives if these meetings will be minuted. Some full group meetings may contain information at its early stage which is not relevant for publication.

City Matters Fan Representatives are expected to share the minutes with their respective fan groups through their own social media or via email through their City Matters email accounts. Minutes for sub-group meetings will not be published.

Prior to publication of the minutes from each full-group meeting, City Matters will be required to approve the minutes as an accurate record of the discussions that took place. The Chair (or Vice Chair in their absence) will be responsible for communicating approval to the Club.

6.2) Annual Progress Report

At the end of each football season, the Club will produce an annual summary detailing the delivery of the Club formal fan engagement programme which will be included in the following seasons Fan Engagement Plan which will be published on the Club's dedicated City Matters website page.

The full-group and sub-group minutes will be used to ensure that the summary produced accurately reflects the discussions and meetings that have taken place.

6.3) Chair Review

At the end of the season the Club's Nominated Board Level Official and the Chair and Vice Chair of City Matters will meet to review the previous season's fan engagement between the Club and City Matters.

7 SUPPORT FOR CITY MATTERS FAN REPRESENTATIVES

- 7.1)** Further to an onboarding day, City Matters Fan Representatives will be provided with reference material to assist them with organisational information to support their understanding during discussions.
- 7.2)** As detailed in the volunteer agreement, City Matters Fan Representatives are able to claim expenses for travel to in-person meetings or City Matters events held by the Club.
- 7.3)** Where City Matters Fan Representatives are invited and accept opportunities to attend fan events, trial new experiences (such as Stadium Tours), or view matches from different areas of the stadium for the purpose of providing informed feedback, these opportunities will be recorded and declared through a public register. These are not classified as gifts, but as part of the City Matters Fan Representative role to support fan insight and engagement.
- 7.4)** The Club will support City Matters Fan Representatives by providing a location/facility for City Matters Fan Representatives to meet with fans on matchdays. The drop-in space will be for the sole use of City Matters Fan Representatives and not Club representatives. The Club will support City Matters Fan Representatives by advertising the drop-in sessions via the Club's Service Social Media X @mancityhelp and via Matchday Service information emailed to fans attending matches.
- 7.5)** The Club will use its communication channels to support City Matters Fan Representatives in raising awareness of their roles and how fans can get in touch with them.



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