



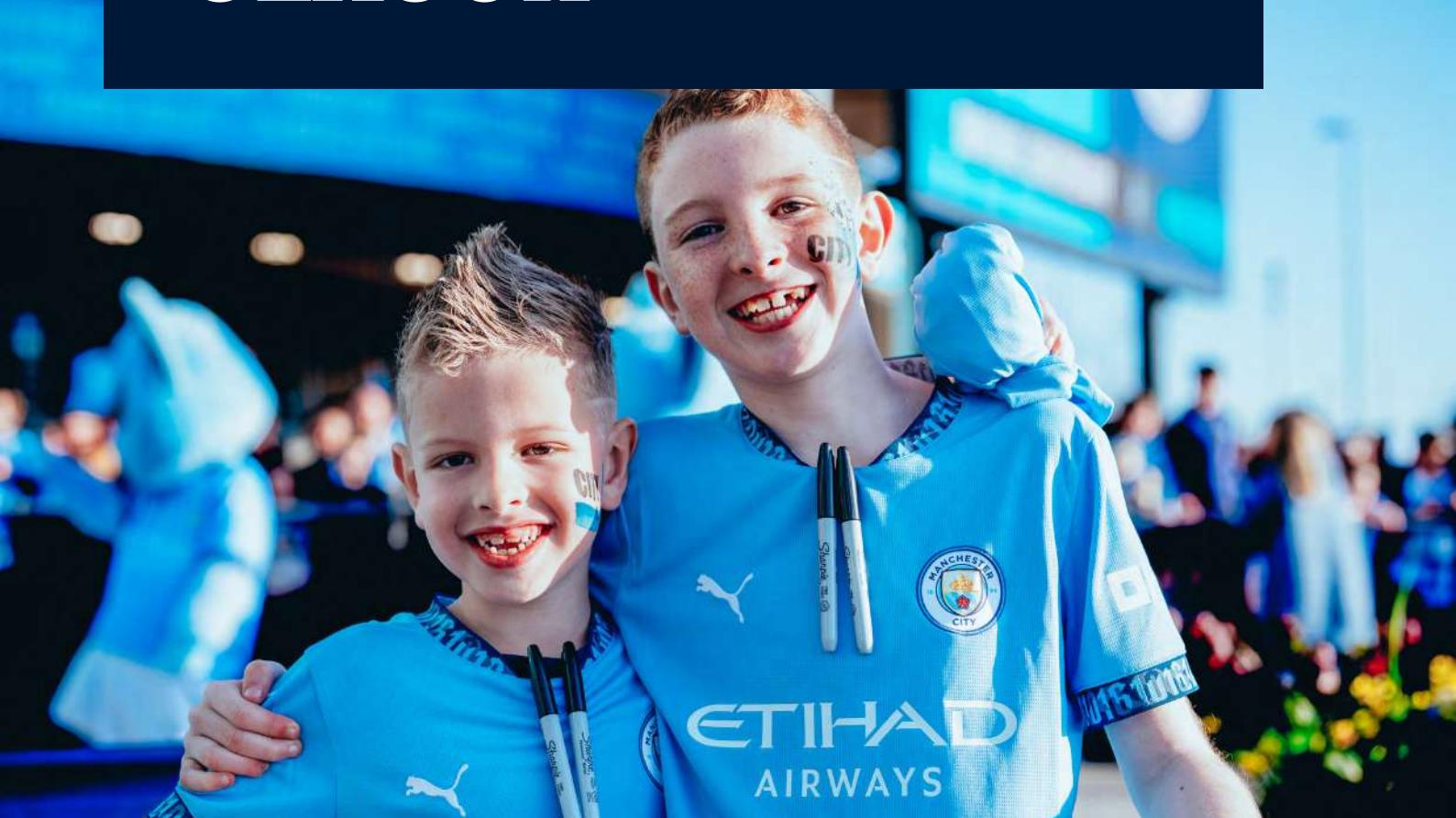
**CITY
MATTERS**

**MANCHESTER CITY
FAN ENGAGEMENT
PLAN**

2025/2026 SEASON



MANCHESTER CITY'S FAN ENGAGEMENT PLAN FOR THE 2025/26 SEASON



This plan details the aims and objectives for the Club's official fan engagement network, City Matters, and introduces the areas and initiatives that the Club will engage with its fans over the course of the season.



CITY MATTERS OVERVIEW

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

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, relating to topics which directly impact the fan experience.

Alongside this, it provides fans with an opportunity to influence 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 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.

2024/25 SEASON REVIEW

City Matters continued to develop over the 2024/25 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 2024/25 Season

- 16 hours of City Matters engagement through in-person full group meetings with the Nominated Board Level Official in attendance at all meetings.
- 24 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.
- Development of a comprehensive inclusive approach to new representative recruitment.
- Introduction of a full induction day and online introductions for new representatives totalling 10 hours ahead of starting their new roles for 2025/26.
- Fans' participation in research activities over the 2023/24 and 2024/25 seasons saw around 400,000 fans take part in surveys, and 190 take part in focus groups or 1-1 interviews.
- Regular meetings and engagement between the Disabled Supporters Association and the Access Team.
- Hosted the OSC Annual General Meeting at the Etihad, attended by nearly 170 branch representatives.
- Collaborated with the Premier League to support OSC participation at events like PL Live Chicago and highlight fan stories through global channels.
- Hosted our 4th community Iftar and supported Manchester Midnight League (Manchester FA) by providing access to our indoor pitches.
- Manchester PRIDE campaign hosted symbolic flag raising and included match day activation and participation in the Parade.

Two examples of how engagement and consultation with City Matters Representatives demonstrated positive outcomes include:

NEW BLACK & MIXED HERITAGE REPRESENTATIVE ROLE

The group made valuable contributions in the area of diversity and inclusion, specifically advocating for the creation of a new role for a Black & Mixed Heritage representative. This was supported by the co-design of an inclusive recruitment strategy which aims to deliver a Fan Engagement Panel that reflects the diversity of Manchester City's fanbase.

Meeting once a quarter at the City Football Academy, Subgroup meeting topics include:

- Using analysis of fanbase and Greater Manchester population data, Representatives advocated strongly for the separation of the Black, Asian & Mixed Heritage role, to ensure that both groups had a voice.
- The 2024/25 Representative shared their lived experience of being a fan, and the challenges of trying to represent multiple ethnic groups under one banner. Representatives determined that moving to two discrete roles could be particularly valuable for traditionally underrepresented communities.
- Led by the EDI sub-group, City Matters supported with suggestions for improving diversity and inclusion within recruitment for all roles.



CHANGES TO FLEXI SEASON TICKETS

Through season long feedback and sharing insights, following the end of the season and using the positive discussions between City Matters and the Club, the Flexi Season Ticket evolved in several ways. All changes were reached based on the open dialogue and feedback from City Matters.

The changes meant all fans with Season Tickets of this type can pay the exact same as a Gold, Platinum or Season Ticket Member, subject to the number of matches they attend per season. The changes included:

- Reducing the initial £150 deposit to £120. Junior deposits will be reduced from £75 to £48. The deposit can be paid in full or over 10 instalments.
- Each time a Flexi Season Ticket Member goes to purchase their ticket for a match, they will see a £7.50 deduction from the overall price of their ticket (£3 for juniors).
- Flexi Season Ticket Members earn a part of the deposit back for every match they attend.
- Once a Flexi Season Ticket Member purchases 16 matches, they will have earned back the full price of their deposit.
- Flexi Season Ticket Members can transfer up to 3 matches a season.
- Flexi Season Ticket Members who purchase 16 or more matches will be eligible to purchase a Gold or Platinum Season Ticket the following season.





The Club undertook a formal assessment of the City Matters programme at the end of the 2024/25 season. This included an anonymous survey completed by all City Matters representatives, followed by a detailed review meeting in May between the Club's Nominated Board Level Official and the Chair and Vice Chair of City Matters. Together, they reflected on this season's progress and discussed ways to further evolve the network and how the group operates to achieve positive consultation and engagement.

Feedback from City Matters representatives from the 2024/25 season indicates a growing sense of purpose and impact. Many felt empowered to raise proposals, praised the balance of discussion within meetings. At the same time, there are areas where progress is still needed. Representatives highlighted clarity in the information shared ahead of meetings, and inconsistent communication of City Matters' work to the wider fanbase.

We want to thank all the 2024/25 members of City Matters for their dedication and input throughout the Season to achieve positive engagement and we look forward to the coming season and working with City Matters to deliver the Fan Engagement Plan for 2025/26.

OUR PLAN FOR THE 2025/26 SEASON:

The full-group of City Matters fan representatives will meet with senior Club representatives 6 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) – 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

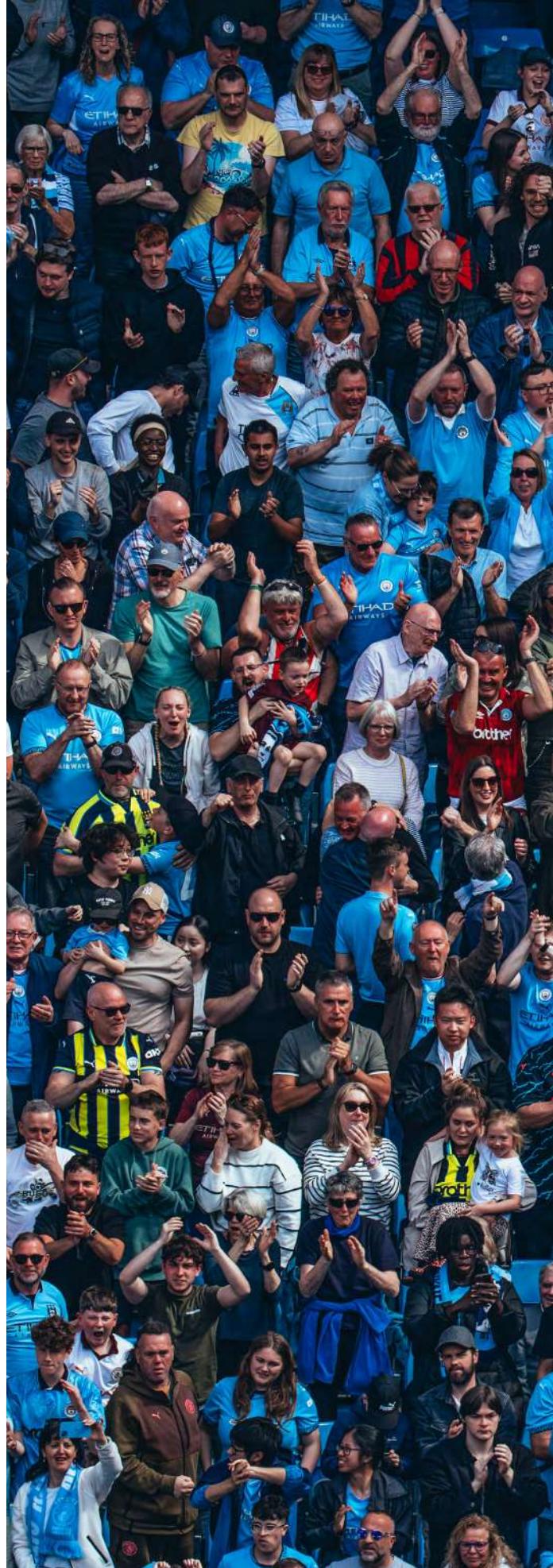
*Where there are relevant updates to share with the full group.

5. AOB

Items for discussion at full-group meetings will include:

- The Club's vision and objectives
- Club business performance updates (Annual Report)
- Operational matchday issues of concern to fans
- Etihad Stadium 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 2025/26

FULL-GROUP MEETINGS:

September 2025 | November 2025 | January 2026
February 2026 | April 2026 | June 2026

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

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 and have a more in-depth discussion particular topics with the fan representatives. These focus groups will continue the work from previous seasons and City Matters meetings.



THE THREE FOCUS GROUPS:

- 1. Matchday Experience:** This includes 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 our inclusive work across the Club.

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

Matchday Experience	Ticketing & Membership	Equality, Diversity & Inclusion
Theme for 2025/26 Season		
On-going improvements to the matchday experience	Opportunities to attend matches	Creating diverse and inclusive environments for fans on matchday
Topics for 2025/26		
<p>Fan Matchday Information for Test Events</p> <p>Fan Matchday Information ahead of 2026/27 and the new look Campus</p> <p>Matchday Experiences for City Square</p>	<p>Developing opportunities for young fans to become more involved</p> <p>Ticketing and membership topics relating to the expansion of North Stand</p> <p>Operational discussion for Season Ticket renewals, relocations and Member sales for 2026/27 in expanded Stadium</p>	<p>Helping to shape and support our EDI activations and developments</p> <p>Making matchdays more accessible for disabled and older fans</p> <p>Helping to shape and support work with fans around women's match day safety</p> <p>Helping us connect with and better understand experiences from diverse fan groups</p>

CITY MATTERS SUB-GROUPS

Sub-groups will meet 3 times per season to formally discuss topics and the meetings will last 2 hours. With 6 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 meeting and discussions.

Representatives can attend sub-group meetings as observer. The observer space will be unlimited in each sub-group.

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

CLUB REPRESENTATIVES ON CITY MATTERS



DANNY WILSON

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



ROEL DE VRIES

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

HEATHER LEIGH

Director of Product

SANJEEV SHEWGORAK

Director of Fan Technology Solutions

JONATHAN LINGHAM

Director of Commercial and Fan Support

KATE DEMPSTER

Director EDI

SERENA GOSLING

Director of Integrated Fan Experience and Retail & Licensing

JO BECKER

Accessibility Lead

FRAN WARBURTON

Head of Fan Support

ELLIOT WARD

Head of Corporate Communications

CITY MATTERS FAN REPRESENTATIVES



SAMANTHA GILL

Seasonal Hospitality Representative



HOWARD COHEN

Disabled Fans Representative



JAHMAL WILLIAMS-THOMAS

Black & Mixed Heritage Representative



ASIM RAHMAN

Asian & Mixed Heritage Representative



MICHAEL ASH

Over 65's Representative



LEE BARBER

Families Representative

You can read more about City Matters' fan representatives by viewing their individual profiles and contact email on the Club's dedicated City Matters website page.

www.mancity.com/club/city-matters



BRIAN WORRALL

Citizens Member Representative



RACHEL BANCROFT

Women's Representative



ANGELA WORRALL

Season Ticket Members Representative



KEVIN PARKER

Official Supporters Club Representation



LEE BROADSTOCK

LGBTQ+ Representative and Chair



SAM NEWTON-ROBERTS

Under 25's Representative

REVIEW AND REPORTING

Minutes will be recorded for each focus group meeting, full-group meeting and extra meetings. Focus and extra group meetings will have actions documented and updates will be shared with representatives.

The 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.

As part of the each new Season's fan engagement plan, the Club will produce a summary detailing the progress and achievements that have been delivered through the Club's formal fan engagement programme.

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, introduced in the 2025/26 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 with on-boarding content and help and guidance on being a fan representative including any information and support which may be supplied by the Premier League.

Introduction of an on-boarding day and introduction sessions before they start their roles. The sessions will include with Club colleagues across departments responsible for delivering matchdays and leading on sub-groups.

Further developing the drop-in sessions in a location which makes representatives easily accessible to fans on matchday.

Continue to raise awareness of representatives through Club channels.



OUR COMMITMENT TO A NETWORK OF ENGAGEMENT

It is important we engage with all the Club's fans throughout 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 are speaking 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 experiences. The information collected is shared in City Matters meetings.



Online surveys focused on member satisfaction and matchday experience

Fans focus groups and 1-1 interviews

Fans taking in matchday experience diary tasks



Respond and engage with fans on a one-to-one basis via its dedicated Fan Support team and the Club's Hospitality account managers

Share news and important information via direct email, the official Club newsletter and wider Club content channels and platforms

Fans who want to get involved in surveys, focus groups and diaries can opt in to receive email invites for research activities by updating their preferences at [here](#).

Fans' participation in research activities over the 2023/24 and 2024/25 seasons saw around 400,000 fans take part in surveys, and 190 take part in focus groups or 1-1 interviews.



FAN EXPERIENCE SURVEYS & GATHERING FEEDBACK

The Club regularly invite fans to take part in research activities such as surveys, interviews, and focus groups about their experience of following City. In the 2024/25 season, around 195,000 fans took part in online surveys to share their opinions across a range of topics including:

- Matchday Experience
- Memberships
- Stadium Tours
- PUMA kits
- Website and App

A further 160 fans took part in focus groups and interviews to have in-depth discussions around topics such as PUMA merchandise, women's football, and website/app features. The feedback helps the Club make better decisions and find new ways to improve the experience for City fans everywhere.



FAN ENGAGEMENT

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 with 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

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 2025/26 we will continue to work with the Official Supporters Clubs

- To support new branches opening.
- Inviting OSC members to the Club's activities such as Community Iftar and annual Pride flag raising events.
- Continuing to support the OSC by hosting the OSC Annual General Meeting at the Etihad, and hosting.
- Monthly Executive Committee meetings at the City Football Academy.
- Helping branches to celebrated branch milestones.

Supporting international fans and OSC branches through OSC-exclusive activities and event in countries.

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.



EDI FAN ENGAGEMENT

EDI campaigns and activations form a core part of the Club's engagement programme and are central to delivering accessible, inclusive, and welcoming experiences for all fans.

These initiatives aim to:

- Celebrate key cultural and faith moments within the fanbase;
- Share personal and collective stories that inspire and connect supporters locally and globally.
- Raise awareness of different forms of discrimination and their impact on fans;

Manchester City's EDI work includes inclusion for women, ethnically diverse communities, disabled supporters, LGBTQ+ fans, and those affected by mental health challenges. The Club recognises that football is not always a level playing field and that some groups face unique barriers that affect their sense of belonging and experience.

The Club's Supporter Charter sets out a clear, zero-tolerance approach to discrimination of any kind. Supporters are encouraged to help uphold a safe, welcoming, and respectful environment across the stadium campus and online platforms.

The fanbase reflects the rich diversity of Manchester and beyond. Manchester City is proud to have supporters of all ages, genders, cultures, and communities as part of the Club's family.

For the 2025/26 season, the Club will:

- Continue working with City Matters representatives to explore new ways of engaging with fans from Black communities.
- Undertake focused consultation with supporters to better understand matchday experiences, particularly around women's safety, and explore how fan voices can help shape a more secure and inclusive environment.

City Matters representatives will continue to be key contributors in the planning of EDI campaigns and activations. Representatives are regularly consulted to provide feedback and share ideas. In addition, the Club works with a number of EDI-focused Official Supporters Clubs (OSCs), and is committed to creating inclusive pathways for fans who may not be part of formal groups.

A guiding principle of the Club's fan engagement work is to ensure that all fans regardless of background, identity, or affiliation feel welcomed, represented, and able to participate fully with the Club.

CITY IN THE COMMUNITY



City in the Community is Manchester City's charity. Its purpose is to empower healthier lives through football.

The charity uses the hook of the Club to engage Greater Manchester in meaningful programmes, which are categorised by three outcome-based pillars: healthy people, healthy futures and healthy communities.

Everything City in the Community does is designed to address the ever-changing needs of our city, via tangible, regular, sustained and high-quality contact time. Internationally, we use our experience to support global communities through shared learnings and practice, on behalf of Manchester City.

City in the Community is proud to engage Manchester City fans and aims to raise levels of interest, awareness, perception, action and belonging for the charity amongst fans.

During 2024/25, the charity committed to enhancing fan engagement and, for the first time, created a fan marketing database for those interested in hearing more about City in the Community via email.

This decision was made via insight from City in the Community's annual survey, which enables fans to share their experiences of engaging with Manchester City's charity and suggest improvements. These surveys have been running since 2021 and play a key role in shaping City in the Community Communications and Engagement strategy each season.

Other marketing initiatives delivered in 24/25, which were connected to fan survey feedback included: enhanced promotion on the Cityzens Portal, Matchday and Matchday Live Show engagement, a redesign of City in the Community's website and updates to our fan focused Monthly Prize Draw.

Elsewhere in 2024/25, City in the Community launched its first ever Youth Panel, made up of fans aged between 11 and 18.

The initiative gives young people across Manchester the opportunity to contribute to meaningful change and decision-making, relating to the work of City in the Community staff and leadership teams.



Meeting once a quarter at the City Football Academy, topics include:

- Co-designing policies, programmes and strategies to ensure they work effectively for local communities.
- Provide insight about the issues affecting local young people and how CITEC can support with tackling some of those challenges.
- Gain feedback about CITEC's existing or upcoming programmes/projects.

Other opportunities for fan insight come from the regular City Matters and local residents meetings, both of which City in the Community is invited to attend for updates and Q&As.

A key focus for fan engagement in 2025/2026 will be a review of how City in the Community engages Official Supporters Clubs, with the aim of generating more bespoke initiatives to authentically connect Manchester City and geographically-based fan groups.



HERITAGE ITEMS

The Club agrees that the below would be considered 'Heritage Items'. There are no items in scope for discussion during the 2025/26 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
- Acess 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**](http://www.mancity.com/ticketing-and-hospitality/terms-and-conditions)

The Club review and update the supporter charters each year.



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