

Thursday 14th December 2023

**City Matter representatives present**

Name	Role
Michael Ash	Over 65s
Angela Worrall	Season Ticket Members
Simon Walker	Seasonal Hospitality
Lee Broadstock	LGBTQ+
Daniel Bowdler	Families
Alex Howell	Under 25s (Chair)
Jayne Comer	Women
Mohammed Ullah	Black, Asian or of Mixed Heritage

**Manchester City representatives present**

Name	Role
Danny Wilson	Managing Director –Manchester City Operations & Nominated Board Level Official for Fan Engagement
Elliot Ward	Head of Corporate Communications
Jonathan Lingham	Director of Commercial & Fan Support
Francine Warburton	Head of Fan Support
Chris Coram	System Product Manager
Jo Becker	Accessibility Lead
Scott Williams	Head of Product - Ticketing
Josh Hore	Head of Product - Membership
Derek Harvie	Head of Fan Technology Solution Design
Justin Brett	Equality & Inclusion Lead
Hannah Whipday	Fan Operations & Success Manager
Serena Gosling	Director of Integrated Fan Experience and Retail & Licensing
Heather Leigh	Director of Product
Reece Mundy	Fan Communications Executive

**Apologies**

Name	Title
Mark Todd	City Matters - Disabled fans Rep (City Matters
Kevin Parker	City Matters - Official Supporters Club Rep

## **Agenda**

1. Welcome
  2. Fan Support Service Update
  3. Member Satisfaction and Matchday Experience Update – 2023/24 Season
  4. Introduction to Food & Beverage trials at the Etihad Stadium
  5. Manchester City's Annual Report
  6. City Matters Representatives seeking views from respective fan groups
  7. Subgroup Updates – feedback and discussion from first sub-group meetings
  8. AOB.
    - a. Stadium Ejections
    - b. 2023/24 Season Tickets
    - c. All Games on Sale and Cup Game Sales
    - d. Ticket Points
    - e. North Stand Development
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## **Welcome**

Danny Wilson, Managing Director - Manchester City Operations welcomes City Matters representatives to the second full-group meeting of the 2023/24 season.

The Club introduced the agenda for the second full-group meeting of the season, which included standing agenda items related to Fan Support Service levels and current stats on Matchday experiences and fan satisfaction so far this season. Other agenda items included food and beverage trials at the Etihad Stadium, general feedback from fan representatives regarding their respective sub-groups following the first meetings having now taken place.

In addition, the Club explained it would recap on some of the key statistics published in the Club's Annual Report in November.

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## **Fan Support Service Update.**

Fan Support shared contact volume and service statistics for July to November 2023 covering the first few months of the season.

Fan Support shared average time to answer calls and average talk time, with the average time to answer. City Matters asked how the Club plan to manages spikes where the call wait time is longer than the average. Handling calls during peak times is something the Club are working through and will continue to update City Matters at the full-group meetings on a quarterly basis and share progress and improvements.

City Matters said they believe it is important to understand the spikes to avoid them in the future. Fan Support agreed and are working with the Club's Fan Experience & Analytics Insights department to analyse the call reasons to assist the Club in making improvements to those experiences.

Fan Support shared the top searches on the Help Centre ([www.mancity.com/help](http://www.mancity.com/help)) which include.

***How do I download my Cityzens Official Mobile Membership Pass?***

***When will new Season Tickets go on sale?***

***Can I purchase tickets online or over the phone?***

***I want to buy match tickets for friends and family, do I need a membership for each person?***

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### **Member Satisfaction and Matchday Experience Update – 2023/24**

The Club's Fan Experience & Analytics Insights department (FX-AI) presented an insight into the season so far for Members Satisfaction and Matchday Experience with a comparison to this time last season.

FX-AI team presented the top 10 positive and negative themes with positive themes relating to team performance and matchday experience with negative results relating to access to tickets.

City Matters asked how the themes are captured with the FX-AI team advising the survey has open-ended questions which allows the Club to capture the views of fans.

Discussion around how fan representativeness and all fans can be sent surveys to complete as currently a randomised sample of fans who have opted into receiving surveys are emailed after matches. FX-AI team advised fans need to opt into receiving surveys via their preferences in 'My Account'. If fans do this, they will be added to the potential distribution list.

City Matters asked if there is an incentive to complete surveys, the Club advised there are incentives such as signed shirts and other prizes.

FX-AI team presented the positive impact the light show has had on experience particularly at the Young Boys match.

The Club asked if fan representatives find this information useful and informative and something they would like to keep as a standard agenda point in all future full-group meetings. The fan representatives' eps confirmed that they do find it interesting and to keep in to give them a more detailed understanding of the general feedback that we receive.

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### **Introduction to Food & Beverage trials at the Etihad Stadium**

The Club presented two new food and beverage trials which was due to take place near Block 232 (Family Stand Level 2) at the match against Crystal Palace on 16<sup>th</sup> December and again for the matches against Sheffield United on 30<sup>th</sup> December and Huddersfield Town on 7<sup>th</sup> January.

'EBAR' is an automated fast pouring self-serve drinks kiosk, each 'EBAR' pours two perfect pints in 30s. The 'EBAR' will serve Asahi for the trial with a 10% discount to all that use it. The machines are contactless payment only available and challenge 25 will be in operation.

The Club updated on a second trial taking place near blocks 123, 125, 127 and 130 (Colin Bell Stand Level 1).

Fans will be able to order before the match and collect items at halftime (10 minute before start of half time until 10 minutes after end of half time). Receipts will be given to fans so they can collect items, but

they must present their receipt to collect. The Club confirmed that fans will be unable to redeem their purchase if receipt is lost. Currently, this service is only available for pie and a pint.

The Club will include a targeted message which will be sent in the service comms for fans with tickets in these areas for the three matches being trialled.

FX-AI confirmed the survey for fans in these areas will include questions on the 'EBAR' service and halftime collection to get direct fan feedback after matches.

The Club invited fan representatives who sit in these areas to trial the services, or if interested, relocate for a match to try them.

City Matters shared thoughts on the impact pre-match on fans choosing what to order for half time. Service level is being monitored as part of the trials.

The Club confirmed findings from the trials can be shared at the Matchday Experience sub-group meeting in January.

The Club explained that it is trialling these types of options and services now as part of wider considerations related to matchday operations and the fan experience for the expanded North Stand.

City Matters asked about the scope for rolling out these services across the stadium, the Club advised it's important to run trials ahead of building out a wider roll out plan.

**You can find out more about the two trials here:**

[www.mancity.com/ebar](http://www.mancity.com/ebar)

[www.mancity.com/pre-order-and-collect](http://www.mancity.com/pre-order-and-collect)

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### **Manchester City 2022/23 Annual Report**

**Danny Wilson**, Managing Director –Manchester City Operations presented the Annual Report for 2022/23 season.

The Club discussed revenue breakdown between matchday, broadcast and commercial from 2018 to 2023 and how these all contribute to the Club's financial sustainability.

Metrics from the independent Premier League annual survey that fans of all clubs participate in were presented. The Club explained that the results demonstrated that Manchester City fans believe that the Club is performing well in areas including: Having a long-term vision and investment in its facilities, amongst others.

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### **City Matter Representatives seeking views from respective fan groups.**

City Matters fan representatives and the Club discussed how they can increase awareness of City Matters and their role with fans on both matchday and non-matchday.

Proposal from fan representatives included the suggestion that they could attend local OSC branch meetings. Action from City Matters group to discuss this with Kevin Parker – General Secretary of OSC.

The fan representatives advised that most of their enquiries and questions come from email or verbally. With other channels including social media and online forums.

The fan representatives also discussed the use of the social media account for City Matters.

The Club suggested the use of a consultation pod on matchdays, with fan representatives suggesting it would be good to do this based on the 3 sub-group topics so fans can come and speak to that group about that topic specifically. The Club took an action to arrange pods and confirm matchdays this will be available for Club and fan representatives to advertise who will be available and when.

The Club suggested City in the Community drop-in sessions too, with further detail to be shared.

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### **Subgroup Updates – feedback and discussion from first sub-group meetings**

Having completed the first of four meetings for each of the 3 subgroups (Matchday Experience, Ticketing & Membership and EDI), the Club invited fan representatives to feedback on the format and content of the meetings to ensure that the Club and fan representatives are working together to make the content positive and worthwhile for future sessions.

#### **Matchday Experience**

Fan representatives shared feedback that the session was good and enjoyed the ‘focus group’ segment of the meeting.

The fan representatives would like to identify and focus on 3 negative points from the Matchday Survey to work with the Club to make improvements.

The Club made the recommendation for fan representatives to opt into surveys themselves to have direct experience of completing them and feeding back on their own experience.

The Club shared detail with the wider group on a topic discussed in the sub-group meeting – Family Diary. Families to participate in highlighting their day as a Man City fan attending the Man City vs Bournemouth fixture. The families logged their experience on an app for the Club to analyse.

City Matter fan representatives asked how people are selected for this experience and focus groups sessions.

The Club explained that people who have opted into the survey are asked in the survey if they would be interested in participating in focus groups.

The Club committed to monitoring the diversity of families/participants in future trials.

#### **EDI**

The group discussed the topic covered in the first sub-group meeting which included guest speaker Alan Bush, Fan Education Manager, Kick It Out.

The sub-group found the content very interesting and informative detailing the work Alan and Kick It Out are doing, and how this supports the Club’s ongoing education work related to fan behaviour.

Further discussion will take place about how the fan representatives on the sub-group can assist the Club's work on fan education and fan behaviour.

The Club shared information relating to the text service which was launched this season. This included how many people are using the service and the operational management of the service by the Club's security team.

[How can I report discrimination at the Campus and in the Stadium? | Man City Help Centre \(https://www.mancity.com/help/article/how-can-i-report-discrimination-at-the-campus-and-in-the-stadium-18362374470164\)](https://www.mancity.com/help/article/how-can-i-report-discrimination-at-the-campus-and-in-the-stadium-18362374470164)

### Ticketing & Membership

Based on the number of AOB items relating to ticketing and membership it was agreed there would be no subgroup update.

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### AOB

Topic	Discussion
<b>Stadium Ejections</b>	<p>City Matters wanted to understand more about stadium ejections, reasons for rejects and what happens after.</p> <p>Luke McDonnell, Director of Safety and Security shared figures on ejections last season including the reasons, anti-social behaviour, smoking, visiting fans in home areas.</p> <p>The Club confirmed it investigates the source of the ticket and ban fans who have been ejected. This can sometimes be difficult if information is not provided by the fan being ejected but is something the Club are focused on improving.</p> <p>The Club has a Sanctions &amp; Bans Panel which meet to review breaches, this information is published in the Supporter Charter.</p> <p><a href="https://www.mancity.com/meta/media/g1ybys2x/mcfc_supporter-charter_2023-24.pdf">mcfc supporter-charter 2023-24.pdf (https://www.mancity.com/meta/media/g1ybys2x/mcfc_supporter-charter_2023-24.pdf)</a></p> <p>City Matter Representatives and Club agree action should be taken against individuals identified as selling/passing on to visiting fans.</p> <p>As stadium ejections cross over all 3 sub-groups, the Club agreed to update on this topic at full group meetings.</p>
<b>2024/25 Season Tickets</b>	<p>City Matters' fan representatives wanted to understand plans for 2024/25 Season Tickets.</p> <p>The Club agreed it is an important discussion and highlighted the work Dan Bowdler has done relating to junior fans.</p>

	<p>The Club are working on ticketing offerings for the 2024/25 Season and will have further information to share with fan representatives in the Ticketing &amp; Membership subgroup meeting in January.</p> <p>The Club explained it is focused on continued education regarding ticket exchange and transfer. The Club is using data and insight to understand how it offers the right products for fans including making sure juniors at the forefront of the Club’s discussions.</p>
<p><b>All Games on Sale &amp; Cup Game Sales</b></p>	<p>City Matters raised concerns around affordability of purchasing multiple matches at the start of the season. (All games on sale in July) and the impact on groups/families purchasing at one time.</p> <p>The Club referenced product development ideas it is working on with further detail to be shared at the Ticketing &amp; Membership subgroup in January.</p>
<p><b>Ticket Points</b></p>	<p>City Matters wanted to discuss ticket points. The Club asked for clarity on what specifically about ticket points they are looking to discuss.</p> <p>The Club stated that fan representatives could assist the Club by providing further clarity on the objective of what they are looking to achieve by discussing ticket points. Once clarified, the Club can discuss further.</p> <p>City Matters Representatives referred the paper written by Alex Howell (City Matters Chair) written in February 2022 - <b><i>City Matters: A Review of the Current Ticket Point System with Specific Reference to Away Matches</i></b>. This paper is available from City Matter Representatives for any fans who would like to read the document.</p> <p>The Club offered to arrange a focus group session with the full group to support identifying what the group want to achieve by discussing ticket points.</p> <p>The scope of ticket points needs to be defined and the understanding of rewarding loyalty.</p>
<p><b>North Stand Development</b></p>	<p>City Matters wanted to understand more about the focus groups which have been taking place relating to the North Stand development.</p> <p>The Club updated fan representatives that small focus groups have been delivered over the last few weeks to gather further insight from fans in addition to the comments the Club has already received from City Matters and 1894.</p> <p>A follow up from the October 2023 meeting with City Matters and 1894 Group will be arranged by the Club for the first quarter of 2024.</p>

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**Next full-group meeting: Thursday 14<sup>th</sup> March 2024**