

# **CITY MATTERS MEETING – MINUTES**

**CFA HQ Boardroom**

**Thursday 17<sup>th</sup> October 2019**

## **Attendees**

### **Fan Representatives Present**

Matty Dove	<b>Under 25s Representative</b>
Kevin Parker	<b>OSC Representative</b>
Adam Purdue	<b>Families &amp; Young People Representative (Chair)</b>
Patricia Robinson	<b>Over 65s Representative</b>
Colin Savage	<b>Seasoncard Holders Representative</b>
Simon Walker	<b>Seasonal Hospitality Representative</b>
Sophie Boden	<b>Female Supporters Representative</b>
Francesca Lever	<b>LGBTQ Supporters Representative</b>
Mark Todd	<b>Disabled Supporters Representative</b>

### **Club Representatives Present**

Omar Berrada	<b>Chief Operating Officer</b>
Danny Wilson	<b>Operations Director</b>
Andrew Gilligan	<b>Head of Research and Insights</b>
Mike Morris	<b>Head of IT</b>
Rayna Sidhu	<b>Communications Executive</b>
Chris Robinson	<b>Operations Development Analyst</b>

### **Apologies**

Andrew Bucknall	<b>BAME Supporters Representative</b>
Lisa Eaton	<b>Head of Supporter Services</b>
Elliot Ward	<b>Public Relations Manager</b>

## Agenda

1. **New City Matters representatives**
2. **Outstanding Items**
3. **City Matters Annual Review**
4. **CFG Start-Up Challenge**
5. **Q&A**
6. **AOB**

### ITEM 1

#### New City Matters representatives

TOPIC	SUMMARY
New City Matters Representatives and Equality & Inclusion	<p>The Club was delighted to welcome Mark Todd and Francesca Lever to their first City Matters Full Group Meeting since their election in August 2019.</p> <p>The Club updated on the progress with the formation of the Equality and Inclusion Subgroup, which is due to meet for the first time within 2-3 weeks.</p>

### ITEM 2

#### Outstanding Items

TOPIC	SUMMARY
Ticketing System Overview	<p>As requested by the Fan Representatives, Head of IT presented an overview of the current ticketing systems in use by the Club.</p> <p>A number of 'in-flight' initiatives were presented on including the addition of 'best available' functionality to the online sales journey, which will allow fans to search and locate the best available seats together without having to open each section manually. Mobile ticketing was also discussed as an 'in-flight' enhancement to Etihad Stadium matchdays subject to a successful trial at the Academy Stadium. A date is yet to be agreed for the trial.</p> <p>The Club also shared several other longer-term enhancements, which will be integrated over the coming years.</p>

Email Research Findings	<p>The Club shared the findings of the research carried out into the email preferences of each of the Fan Representatives. 8/10 Reps have email preferences turned on and should now be receiving emails. Despite acknowledging that emails are now being received, the Fan Representatives expressed their concern that the wider fanbase may be unaware of how to amend their preferences.</p> <p>The Club agreed to discuss communication strategies to raise awareness among the wider fanbase of the importance of keeping preferences up to date. The Club agreed to inform the Fan Representatives of the outcome of those internal discussions.</p>
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**ITEM 3**

**City Matters Annual Review**

TOPIC	SUMMARY
Year 1 Highlights	<p><b>Away Ticket Point Changes &amp; 18-25 Allocation</b></p> <ul style="list-style-type: none"> <li>• Ticket points no longer awarded for away matches, regardless of the competition</li> <li>• New scheme to offer Seasoncard holders, aged between 18-25 years, the opportunity to purchase from an exclusive allocation of away league tickets on the first day of sale</li> </ul> <p><i>Early Impact:</i></p> <ul style="list-style-type: none"> <li>• Too early to draw any conclusions from impact of removing award of points on ticket accessibility as matches played to date aren't comparable year-on-year</li> <li>• On average, 9% of fans that purchased a ticket for away games in 2019/20 were aged between 18 and 25 (+4% year-on-year)</li> </ul> <p><b>Ticket Exchange</b></p> <ul style="list-style-type: none"> <li>• Streamlining platform and curation of messaging to encourage greater use</li> <li>• Introduction of new Club policy to reserve the right to block Seasoncard renewals if the holder fails to list tickets for 10 or more of games which they do not attend during 2019/20</li> </ul> <p><i>Early Impact:</i></p> <ul style="list-style-type: none"> <li>• On average, ticket listings have increased by 18% and sales have increased by 30% year-on-year</li> <li>• The number of tickets sold per listing has also increased by 10%</li> </ul>

	<p><b>Improved Catering Experience</b></p> <ul style="list-style-type: none"> <li>• 15 additional service points installed on Level 3 to reduce queue time (40 additional service points to come)</li> <li>• 5 Beerjets installed on Level 1 with 'Disney queues'</li> <li>• Enhanced City Promise training for all team leaders and managers</li> <li>• More rigorous staff recruitment processes</li> </ul> <p><i>Early Impact:</i></p> <ul style="list-style-type: none"> <li>• All new service terminals have shown incremental increase in number of people served</li> <li>• All new Beerjet locations have shown an increase in number of people served</li> <li>• Almost 90% of all team leaders have attended at least one of the enhanced training sessions</li> <li>• Card transactions now account for 60% of total</li> </ul> <p><b>Food &amp; Beverage Enhancements</b></p> <ul style="list-style-type: none"> <li>• Better food quality and bigger portions for the same price including expanded vegan and vegetarian offering</li> <li>• Improved aesthetics of kiosks with more sustainable purchasing, provenance communications and static tariff boards</li> <li>• Reduced price of beer served in Keep Cups</li> <li>• Additional seating in Joe's and 93:20</li> </ul> <p><i>Early Impact</i></p> <ul style="list-style-type: none"> <li>• Overall food sales have shown a marked increase</li> <li>• Vegan sales have shown steady increase</li> <li>• Keep Cups successfully introduced stadium-wide</li> <li>• Extra table seating to be trialled vs Chelsea in Family Stand (Level 2)</li> </ul>
<p>Fan Awareness of City Matters</p>	<p>The Club presented the results of research carried out into the awareness of City Matters.</p> <p>57% of Seasoncard and Cityzen Matchday respondents said that they were aware of City Matters, 42% of whom felt the initiative had benefitted them directly.</p> <p>The Club subsequently hosted a discussion on Cityzens Voice to better understand current perceptions of City Matters and specifically consult fans on how to better communicate the benefits of the Committee's actions. Email, Social, Matchday Programme and Website were the most popular channels to promote the group. The discussion also offered an insight into the agenda items that fans believe should be addressed. While the agenda items were largely aligned with current</p>

	<p>subgroup structures, it was noted that there is no subgroup that deals specifically with Transport. The Club and Fan Representatives agreed that Transport should therefore be considered as a presentation topic at upcoming Full Group Meetings.</p> <p>The Club encouraged all Fan Representatives to engage with the wider fan community by actively participating on Cityzens Voice. Head of Research and Insights recommended the platform as a means for fans to submit questions for discussion at City Matters meetings.</p>
Awareness Action Plan	<p>The Club presented a physical and digital activation action plan to increase awareness of the benefits of City Matters to all fans. This plan includes a commitment to facilitate the following: blogs in matchday programmes, half-time PA announcements, City Square interviews, Matchday drop-in sessions, website editorials, articles on the meeting minutes, scheduled Tweets and email pods attached to newsletters.</p> <p>The Club shared its vision for the drop-in sessions to compliment current Cityzens activations. The representatives welcomed the opportunity to have a physical presence on matchdays but emphasised the importance of positioning the activation as an opportunity for fans to learn about City Matters and to help shape future meeting agendas. The Reps also stressed their preference for the activation to take place approximately four times per season as opposed to every Premier League matchday. The Club agreed to continue internal discussions with its Events team and liaise with the Fan Reps with a view to trialling the concept against Southampton (2<sup>nd</sup> November 2019).</p> <p>Another initiative recommended by the Club was to increase the regularity with which City Matters features in the matchday programme. The proposal would be for Fan Representatives to write an entry of up to 500 words outlining why city matters to them and how fans can engage with their representatives. The Fan Representatives preferred a less formulaic approach to the format and opted not to take up the Club's suggestion to develop a standard template. It was agreed that the first feature in the season would be co-authored by the whole committee by way of introducing the Series to follow.</p> <p>The deadline for submission of each entry is nine days before a match.</p>
Meeting Re-Structuring & Designated Point of Contact	<p>The Club proposed a new meeting structure aimed at formalising the processes by which individual subgroups report progress back to the full group.</p> <p>It was agreed that each agenda would be made up of two core items lasting around 45 minutes each. The first will be a presentation by the Club/ external guest on a topic agreed upon collaboratively by the Fan Reps and the Club. The second will be either four Progress Updates summarising latest subgroup meetings (a) or a specific presentation led by one subgroup upon completion of a project (b). In order for the</p>

	<p>new format to function effectively, subgroups must meet once (for ~1.5 hrs) between each full meeting.</p> <p>The Fan Representative Chair must provide the Club with a list of potential agenda items as well as the committee’s choice between option ‘a’ or ‘b’ no later than 14 days before the full group meeting. The Club will then confirm the agenda seven days prior to the meeting.</p> <p>Smaller agenda items that are not suitable for a 45-minute presentation can and will be discussed as part of AOB.</p> <p>Questions for written response must be submitted no later than three days before the meeting and will be returned to the Representatives at least 24 hours beforehand. Specific follow up queries can then be discussed as part of AOB.</p> <p>The Fan Representatives welcomed the Club’s decision to meet their request to appoint a designated point of contact for all City Matters issues. All queries will be assigned to internal stakeholders across the Club as and when appropriate.</p>
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**ITEM 4**

**CFG Start-Up Challenge**

<b>TOPIC</b>	<b>SUMMARY</b>
Ideation	<p>Following interest from the Fan Representatives at the last full meeting, the Club presented the context and objectives of the City Start-Up Challenge.</p> <p>The challenge took place between March and June 2019 and was an opportunity for early stage companies to submit innovative solutions to specific challenges related to stadia and matchday experiences. The categories were as follows:</p> <ol style="list-style-type: none"> <li>1. My Stadium: How can we provide each fan with an individual experience?</li> <li>2. Sustainable Stadium: How can we reduce waste, improve energy efficiencies and reduce our carbon footprint?</li> <li>3. Easy Stadium: How can we make matchday quicker and easier by removing queues and improving access to services?</li> <li>4. Global Stadium: How can we help our supporters feel part of a family that isn’t constrained by location or time?</li> </ol> <p>Prior to hosting Start-up Week in June 2019, the Club invited young fans to attend an immersive experience during which they were introduced to the concept of entrepreneurship &amp; start-ups via a “mini lecture” series. Like the Challenge participants, they too were tasked</p>

with creating new ideas to solve the 4 challenges and presenting back in a “product pitch” to a Club panel and their parents.

The Club’s primary objective of both initiatives was to continue its efforts to improve the stadium and fan experience by challenging itself to create an innovative platform for trying out new ideas.

More than 230 companies from 27 different countries entered the challenge with 11 being shortlisted to attend the Start-Up Week hosted at CFA in June 2019.

In response to a query by a Fan Representative, the Club clarified that the Start-up Challenge was totally separate from Sapphire Sports Venture Capital Fund, which focuses on later stage companies. The Club also took the opportunity to confirm that initial conversations with Blink were exploratory but were not taken forward. There are no plans in place to introduce or trial this type of technology at Manchester City.

If any of the organisations who took part in the City Start-Up Challenge are taken forward, it is the Club’s intention to include City Matters representatives in concept development and any potential pilot initiatives.

**ITEM 5**

**Q&A**

<b>TOPIC</b>	<b>SUMMARY</b>
City Matters reps have been advised that smoking continues to occur across the stadium and is particularly bad in the toilet near 120, under the spiral. Can the Club monitor and put an end to this?	Each match day we deploy two teams of four plain clothes stewards on our smoking operation, who target the towers and toilets. Areas where we have received complaints (incl. Block 120) and/or areas where the stewards have noted issues in their match day debrief reports are checked routinely. Supporters who breach the Club’s smoking policy are subject to a range of sanctions which include ejection from the stadium.
Is there any possibility of creating “family friendly toilets” for parents with young children across the stadium as opposed to just in the Family Stand?	In addition to the family friendly toilets in the Family Stand (Block 134 and 139), two more family friendly toilets are located on the ground level of the South Stand (Block 114 and 118). The Club would need to carve out existing facilities in order to create dedicated parenting rooms or family friendly toilets on the upper levels. This will be reviewed ahead of the 20/21 season.
Are more tickets going onto ticket exchange this season?	Yes. The Club can confirm there has been an average listing uplift of 18% in comparison to 2018/19. The average number of ticket exchange sales has also increased by 30% compared to last season.

<p>Will the Club do something about Ticket touts operating openly on the same pitches on Ashton New Road and within the campus.</p>	<p>The Club is fully aware of the issue of unauthorised re-selling of matchday tickets. To address this issue, the Club is considering ways to conduct pro-active and re-active investigations into all areas of Ticket Touting, with the aim of providing quicker and more robust sanctions to anyone found to be in breach of our ticketing policy.</p>
<p>125<sup>th</sup> Anniversary kit incl. specific customer service complaint</p>	<p>The Club extends the apology offered by our official retail operator for their handling of this matter, which affected a number of supporters seeking to purchase limited edition shirts. Upon being made aware, the Club raised this issue with senior staff from our retail operator who have since taken appropriate action.</p>
<p>Can the PA system be improved? It's particularly poor in the East Stand.</p>	<p>The Club is reasonably happy with the new PA system's 'go-live'. However, we encourage fans' feedback on the quality of audio output. We ask our fans to report specific locations where they have experienced problems to Supporter Services by email. Detailed feedback will allow us to gradually improve the service. The same will apply following the go-live of the new mobile service. In both cases, any problem should be resolved by adjusting a very small audio speaker or antennae that may need tuning up. The central monitoring system flags macro problems with overall systems.</p>
<p>Can the Club explain the reasons behind such poor internet coverage at Etihad Stadium? Phone coverage seems to have worsened since the move from O2 to Vodafone.</p>	<p>The Club provides two services: a mobile connectivity system and a WiFi. The mobile system upgrade is currently mid-project and we will announce more details on this soon. Our IT team is excited about these changes and the improvements they will bring. While there is no seamless cutover to get to the new solution, the problems will have affected 3G usage only as we have not been providing 4G on the prior solution. The WiFi is provided by O2 with whom we continue to work to improve the service.</p>
<p>Can the Club please confirm what changes, if any, have been made to the scheme where a number of children's tickets can be bought by a parent at the ticket point level of the parent rather than at the lower level the child?</p>	<p>The Club can confirm that no specific changes have been made to the junior pull through initiative. Recently introduced change, which reserves 5% of the total allocation for 18-25-year olds, has not disproportionately affected the junior pull through. A limited number of tickets continue to be available for junior supporters who would otherwise be unable to attend away matches due to the standard sales criteria.</p>



## ITEM 6

### AOB

TOPIC	SUMMARY
Sunflower Lanyard Scheme	The Fan Representatives recommended that the Club should consider adopting the Sunflower Lanyard Scheme. The Club was aware of its successful adoption most notably at airports and had already enquired about the possibility of implementing at Etihad Stadium. However, as noted by a Fan Representative, any successful implementation would require careful consideration and be largely dependent on an effective communications strategy. Prior to the meeting, the Club's Access Manager proposed that the Scheme should be an item for exploration by the new Equality and Inclusion subgroup.
Collect-In-Destination Away Ticket Checks	The issue of Collect at Destination had been discussed at the earlier Ticketing Working Group meeting and the Club confirmed that, contrary to unfounded speculation, they and the City Matters representatives were in full agreement that the Liverpool game was not considered as a suitable opportunity to pilot this.
Smoking in Etihad Stadium	Following the presentation of the Club's written response to a complaint made in relation to smoking, a range of strategies to combat the issue were discussed by the group. The Fan Representatives felt that the current policy was not working and requested further action such as initiating dialogue with the Safety Advisory Group about the creation of designated smoking areas. The Club agreed to work collaboratively with City Matters to devise further strategies to combat the problem.