

MINUTES OF THE TENTH MEETING BETWEEN THE SUPPORTERS' COMMITTEE AND LIVERPOOL FOOTBALL CLUB ON 10 NOVEMBER 2013 AT ANFIELD.

Representing the LFC Supporters' Committee: Paul Amann (PA), LGBT Supporters; Sam Armstrong (SA), Female Fans; James Benson (JB), Fans in the Merseyside Area; Anna Burgess (AB), Away Fans; Jeanette Dodd (JD), Vice-chair and Disabled Fans; Karen Gill, Honorary President (KG); Bob Humphries (BH), Chair and Season Ticket Holders & Hospitality Fans; Damien Moore (DM), International Fans (West); Abu Nasir (AN), Ethnic Minorities; Richard Pedder (RP), Official Supporters' Clubs Matthew Selby (MS), International Fans (East) Laurie Whitehead (LW) Non Season Ticket Holders & Official Members; Laura Woodcock (LWo), Families and Young People. Representing Liverpool Football Club: Susan Black (SB), Communications Director; Gill Derbyshire (GD), Head of Customer Service; Phil Dutton (PD), Head of Ticketing and Hospitality; Billy Hogan (BHo), Chief Commercial Officer; Yonit Levy-Sharabi (YLS), Customer Experience Manager; Andrew Parkinson (AP), Operations Director; Scott Richardson (SR) Head of CRM. Facilitator: William Montgomery (WM).

1. Welcome and introductions:

- 1.1. BH welcomed Matthew Selby as the new committee member for International (East), Laura Woodcock (Families and Young People) and Anna Burgess (Away Fans). He confirmed the entire Committee was present for the meeting.
- 1.2. BH confirmed that the Committee had issued its annual report detailing the work of the committee over the past twelve months and that it had been circulated across the various distribution channels.
- 1.3. BH confirmed that members of the Committee attended an Open Forum with fans the day before, and that it was reasonably well attended. At the start of the meeting approximately 50 were in attendance, but the numbers swelled to more than a 100 by the time the meeting came to a close. The meeting had helped inform some of the questions that were being presented today.
- 1.4. BH stated that the role of the Committee going forward needs to be discussed because it was spelt out clearly at the Open Forum that the Committee should be taking more of a lead role rather than just acting as a conduit of information.
- 1.5. BH confirmed that with the Appendix covering the communication policy being added to the Governance Handbook it was now complete and that that all members were in receipt of a personal copy. He envisaged that it would be 'signed off' in time for the next meeting.
- 1.6. BH stated that it was disappointing that Ian Ayre (IA), Tom Werner (TW) or John Henry (JH) were not present today. It was recorded at the last meeting that they would each attend at least one meeting every season. Whilst it is still possible, it would mean that they would need to be present at one of the next two meetings.
- 1.7. AP also welcomed the new members to the Committee. He offered apologies on behalf of IA who was away on business. He continued by saying the owners and club are committed to the Supporters' Committee. He reminded those present that when TW was last in the UK, he did meet up with some members of the Committee, and that the Club would endeavour to make this happen again the next time he, and other members of FSG, were in the UK. AP welcomed Billy Hogan, the Club's Chief Commercial Office, to his first committee meeting.

- 1.8. SB confirmed that there has been a great deal of work going on behind the scenes since the last update with regard to the redevelopment of the stadium. One update the committee members may have seen was the compulsory purchase order activation notice issued by the City Council for the remaining houses still in private ownership that might be affected by the redevelopment of the wider Anfield regeneration. Whilst there is no major update to mention here in relation to the stadium, the Club will be pleased to share any significant developments as and when new information becomes available.
- 1.9. PD confirmed that the initial feasibility report had been produced by PWC. However, as the Club's requirements have changed, PWC have been invited to revisit the report and provide additional information. He envisaged that this second report phase would conclude before the end of the calendar year. At the last count, the report totals some 370 pages and is growing.
- 1.10. LW asked if the report was going to be shared with the Committee and if the Committee was to be included in the process. PD confirmed that the work undertaken by PWC was research based, but when the time came for specifics to be looked at, the Club will engage with the Committee.
- 1.11. BH expressed his thanks to Kevin Miles, Chief Executive of the Football Supporters Federation (FSF), who oversaw the online polling process for the new members of the Committee.

2. Matters arising from the previous meeting:

- 2.1. Recruitment: SR gave an overview of the recent recruitment process to select the three new members of the committee. He confirmed that the process started with a meeting between AP, BH and JD and himself to look at the requirements and route to take. The key difference this time would be the inclusion of an online poll. Following the recruitment of the three new members, the Club had met internally to review the process and would present its findings to BH in due course. One of the key enhancements the Club would like to introduce would be a detailed marketing plan in advance of each annual recruitment drive to raise the profile of the Committee and to encourage fans to engage in the process. [2.2.6 from last meeting refers]
- 2.2. Open Day Survey: SR advised that the Club had emailed both members that attended and people to whom we gave tickets but could not attend on the open training session at the start of the season. The Club received 700 responses representing 18% of those surveyed. Just over half were based in the North West of England; 42% from the rest of the UK and 6% internationally. The main reason for attending was by far to see the players up close. Most people either came on their own or with just one other person. 86% of members feel that such events should be restricted to members only. Overwhelmingly, respondents feel that it should take place in the daytime and at the start of the season. Respondents feel that the training should be conducted closer to the crowd. Around 90% of respondents said that the open training session was either very good or excellent. The Club is satisfied that the event was a success and that the data gleaned from the survey will help ensure future events are even more successful. [2.4.11]
- 2.3. Fund for Away Fans: PD said that at the beginning of the year, all PL clubs agreed to allocate £200,000 from their own budgets to assist traveling fans. With no universal initiative in place, LFC decided to apply a reduction for each away ticket. The net result of which would be that if a fan attended all 19

away games, they would in effect have earned a free ticket. Approximately £50,000 of the fund remains and PD offered to speak with the Committee about how best to allocate this during the remainder of the season. [3.2.4]

- 2.4. Free Entry for U18s: SR stated that junior members get free access to games featuring Liverpool Ladies, but not under the 18's. However, the Club also offers a heavily discounted concession price at such games for other groups of supporters. One of the problems faced by the Club involves access for fans when the games are not played at Anfield. The Academy, for example, doesn't have the capacity to accommodate large numbers of fans. The Club is not in a position to offer free entry for a wider section of fans when such games are played at Anfield as it needs to cover its operating costs. [3.2.10]
- 2.5. Children Paying Adult Prices: PD confirmed that this issue will be included in the budget process for next season and confirmed that, whilst the revenue involved was substantial, any current child season ticket holder paying an adult price this season would not do so next season. He confirmed that 24,000 season tickets are in the hands of just 16,000 fans. This is a legacy problem and something the Club is looking to address going forward. The Club needs to look at how season tickets are handled and managed. 28,000 fans are on the waiting list and the process needs to be clear and transparent. [3.2.16]
- 2.6. Local Schools: AP confirmed that there are a number of activities that the Club engages in with local schools. His understanding from the last meeting is that the Club was to look at the possibilities of inviting a school along, say, every month to watch the players train at Melwood. However having looked at this, the practicalities and logistics of making this happen are not possible from a facilities point of view. Nonetheless, the Club is committed to look at different types of events with schools. The Club is looking to hold a significant event at the end of the season, which could accommodate attendance by local school children. [3.2.22]
- 2.7. Local Schools: SB stated the Foundation is involved with a number of schools and various initiatives which look to motivate and inspire kids through coaching sessions. Although the Club has limited facilities, it does do what it can in schools and bring limited numbers to Melwood as and when it is practicable. [3.2.22]
- 2.8. Delays at Turnstiles: AP confirmed that a communiqué was issued explaining to the fans the reasons for the delays at the new full-height turnstiles at the opening game of the season. RP stated Turnstile E7 was not open at 14:50 for the Fulham game the day before resulting in delays of up to 20 minutes. AP stated the information he had received indicated that the 99% of fans were in the stadium at kick off but that there were delays on two turnstiles until three minutes after kick off due to two individual mechanical faults one due to a small flood and one, which does need to be clarified. As there appears to be some confusion as to the extent of the problem, AP agreed to investigate this matter further. [4.1.10] Having subsequently investigated this issue, CCTV footage confirms that the turnstiles were completely clear five minutes after kick off.

3. Discussion on the away fan experience:

- 3.1. BH introduced the section by reminding everyone of that an Open Forum took place the day before at the Lower Breck Road Supporters' Club. Numerous questions were asked and good feedback was received. Questions were also

received via email, both via the Club and direct to the Committee. The topic of away fan experience is of interest to the fans, hence why it was brought to this meeting.

- 3.2. JB asked if the club would be taking up Newcastle's offer of a reciprocal arrangement by charging £20 for away tickets, and looking to offer the same with other clubs.
- 3.3. PD said that Newcastle announced the scheme a few days after LFC sold its allocation for the game. Prior to this, the Club had been speaking to numerous clubs about what they planned to do to increase the number of away fans attending games. The reality is that fans of the bigger clubs are charged more than the smaller clubs because the support is there and the tickets will sell. The general consensus is that clubs are not going to promote many reciprocal arrangements, as there is no real widespread appetite to push for reciprocal deals. So whilst some may happen, at the moment it doesn't appear to be something that will take hold at all Clubs. This can change obviously. The smaller clubs need the bigger clubs to attend in large numbers as they can represent up to 20% of the ticket revenue on any given match day. It is not in the financial interests of the smaller clubs to offer the bigger clubs £20 tickets. This policy is a new one and each club and set of fans will have their own priorities, for example some have offered free travel as that suits their fans the most. That wouldn't really work at LFC given how our fans travel to games. With so many disparate plans being suggested and implemented it is quite hard to get a handle on what everyone is doing or planning to do. In time this will probably settle down making it easier to plan. LFC didn't want to sit on its £200,000 and given the lack of a universal approach, we wanted to move quickly and address, in some small way, the main issue we face, which is the amount our fans are charged on the road. We believe that, whilst a small gesture, it will benefit as many of our fans as possible and was the right thing to do. Hopefully with more time and planning the clubs as a whole can work a more sustainable plan.
- 3.4. LW said that this is a massive issue for the fans who attended the Open Forum the day before. He agreed with the logic in the response given, but the message is not getting across to various sections of the fan base.
- 3.5. PD said it's difficult to go to another club and ask for tickets at £20 when they know that LFC can easily sell up to 7,000+ away tickets. It does not make commercial sense for them to do it, so it is not likely to happen. We need to find a sustainable model and whilst the 20:20 initiative may not consistently happen for a number of reasons, something viable may come from the discussions that will take place.
- 3.6. BH asked if another PL club approached LFC for a reciprocal arrangement, would the Club be prepared to accept and participate?
- 3.7. PD said for this season, probably not as the Club has already made its commitment to reduce all away tickets by a nominal amount. It would largely depend on what the reciprocal arrangement was, before the Club would be in a position to make a sound judgement. He continued by saying that not all clubs are offering £20 tickets, some are offering tickets at £25 and deals on youth tickets etc. We are not closing the door completely, but we were keen to ensure that we used the money fully, hence the plan we have in place. As mentioned with more time hopefully this initiative will settle down into a more sustainable proposal.

- 3.8. AB said that when Liverpool played Swansea tickets were £45, even after the discount, yet Everton paid £30 for the same fixture. Over a season, fans from the same city, sitting in the same seats and using the same facilities are paying upwards of £200 more than their rivals. As a Club, can we not lean on the other clubs to say enough is enough and demand a change, as the current situation is an abuse of loyal fans.
- 3.9. PD said that at every PL meeting, representatives from LFC and Man Utd make this case strongly, but when the smaller clubs rely on the larger clubs to provide much needed revenue, they are not going to vote for a change that may damage their revenue. Each club is a shareholder in the PL and when the smaller clubs outnumber the larger ones, its difficult to action change. We agree that it is not right at all and will continue to push hard particularly in conjunction with Man Utd, but we cannot force pricing policy on other clubs.
- 3.10. BH said that it is clear that there is a willingness on behalf of LFC to explore reciprocal arrangements if and when they are presented. As this matter is important to travelling fans, it could be explored further with the ticketing sub-committee to determine if a sustainable solution can be identified. PD agreed that this was a good idea. The Club is open to suggestions, but any solution needs to be sustainable.
- 3.11. BH asked the Club for an up to date analysis of ticket availability and the reasons behind the 'closed shop' approach to ticket allocation.
- 3.12. PD confirmed that the Club loses money on away tickets through credit card fees and postage, but the system in place is currently viewed as the fairest way of allocating tickets even though some consider it to be a closed shop. The Club are happy to look at how we sell tickets and would welcome the dialogue.
- 3.13. BH agreed that it was good to reward loyalty. However, it's important that everyone is given an opportunity to take part. It was agreed to take this point forward to the ticketing sub-committee where a wider debate can materialise and options for improvement presented.
- 3.14. AN asked how are away tickets allocated to staff, hospitality, partners, sponsors and players.
- 3.15. PD confirmed that staff are not allocated any away tickets at all. In accordance with PL rules, each club must make 60 tickets available to the playing staff. However, these are not included in any data provided by the club when reporting allocations for away tickets. They are treated as a separate allocation. Usually, the players don't take more than a couple of dozen and the remainder are re-allocated to travelling fans. The 30 official sponsors and partners of the Club get a maximum of a couple of dozen tickets between them, which are very rarely taken up. Thomas Cook is not allocated any tickets at all to sell on to fans, not one. Any tickets not taken by players, sponsors or partners are made available to fans by means of the late availability sale. Around 10% of the away allocation is sold to hospitality fans. The Club keep the percentage in line with the percentage of seats at Anfield taken up by hospitality members for home games. It is important to note that the vast majority of our hospitality members are not running multi-national organisations, but local supporters who own small businesses. They are 100% Liverpool fans. This allocation is also always oversubscribed and we frequently turn people away. We have strict criteria for how they can apply and monitor sales closely. To be very clear, this policy has been in place for a number of

years and is not new.

- 3.16. BH said that there is some suspicion that some tickets for the Everton game went to Toyota. BHo confirmed that Toyota are not a corporate sponsor and therefore this rumour is completely false.
- 3.17. AB asked for clarification around the £200,000 fund to help travelling supporters, particularly in light of the announcement from Man City that the club and players will be matching the donation.
- 3.18. PD clarified that the £200,000 was provided by LFC and that it was the same for all PL clubs. No money was provided by the PL, as clubs were expected to find the money themselves. Man City announced that the players were committed to donating an extra £1,000 each over and above the £200,000 provided by the Club.
- 3.19. AB asked if there was an appetite for LFC to ask its own players to do likewise. PD confirmed that the players had not been asked, but will be once the best way to do it had been identified.
- 3.20. PD confirmed that the players do a great deal of work in the community that often goes unnoticed. Many have their own Foundations and fans should not lose sight of the contribution they are already making. The Club has not approached them yet, but will do so.
- 3.21. JD asked if some of the £200,000 fund could be used to improve the situation for the small group of away supporters who sit in wheelchair bays in front of the home supporters in the Anfield Road Stand.
- 3.22. PD said that he would prefer to take the issue 'off-line' as he was keen to ensure that any money allocated from the remaining fund to improve the situation for wheelchair users was spent appropriately. JD and PD agreed to meet outside of the meeting.
- 3.23. MS stated that in the first half of the season the Club will not have had one 3pm kick off on a Saturday which affects travel plans for most fans. Is there anything the Club can do to remedy the situation?
- 3.24. PD said that the short answer is no. The Club gets some minor input, but it is largely driven by the television schedules.
- 3.25. AP stated that the Club has little control over the situation. As games featuring LFC are attractive to television viewers, the Club is subject to re-scheduling more than other clubs. As much as it is a fans product at the stadiums, it is also a fans product worldwide via television broadcasts. Whilst the situation is not ideal, there is little the Club can do to influence the PL to insist that some games are fixed for 3pm on a Saturday. The only time a Club can have some influence is over operational matters, such as policing issues.
- 3.26. LW asked that the Club do try and influence matters. With LFC being an attractive product, influence should be asserted. Holding the game against Swansea on a Monday evening does not make sense as it is just about as far away as you can get from Liverpool. Why can't Monday night games be within reasonable travelling distance from Liverpool?
- 3.27. AP confirmed that there is little influence the Club has over such matters, apart from operational ones. The Club can't assert any influence over the

scheduling. As much as it's about fans in the stadium, it's also about a worldwide audience watching on television. Whether we like it or not, it is also a television product and that means early Saturday, late Sunday and Monday night fixtures are part of the scheduling arrangements. This is a situation that not only affects LFC, but other clubs as well.

- 3.28. BH said he accepts the reasons why, but it seems to adversely affect LFC fans more on account of the attractiveness of the Club to the television broadcasters. For every away game for the first part of the season not one will be at 3pm, which seems disproportionate. There should be some representations made back to the decision makers to say that the situation is unacceptable. If and when these situations do arise, maybe the Club could revisit the pricing of the tickets to help fans with increased travel costs.
- 3.29. AP said that the point about assisting fans with increased travel costs could form part of the discussion of what to do with the remainder of the £200,000 fund.
- 3.30. AB said that the Sunderland game was scheduled for 4pm on a Sunday and, by the time it was announced, the train ticket was over £100. Furthermore, those travelling from London would not have got home that night unless they left the game early. The broadcasters make a lot of money from these games. Is there a way of approaching the broadcasters to say if you want to move the game, you need to help the fans with their travel requirements?
- 3.31. PD confirmed that he's had numerous discussions with the PL about such matters. The answer you get is that the broadcasters are paying a great deal of money for the right to televise games, so they should be able to schedule the games to generate the highest number of viewers, who in turn are subscribing to a service. The Club does make regular representations about kick off times, but it generally doesn't change anything.
- 3.32. DM said the PL wants to promote the away fan experience to look better on TV so it does not make sense to expect fans to travel long distances. It goes against what they are trying to achieve and the PL should be encouraged to ensure that the Monday night game involves local teams, or teams geographically close by. Otherwise, there will be no travelling fans at such games, which would be detrimental to what the PL is trying to achieve.
- 3.33. LW said that the Committee had received complaints about alleged ticket touting. For example, there are a number of websites and agencies that regularly have LFC tickets for sale, which causes irritation. What, if any, procedures are in place to monitor this.
- 3.34. PD confirmed that the Club has a legal team that investigates such matters. When it comes to websites, the Club looks at when and how they are advertising such availability. It is difficult to close a website down, particularly if it's not in the UK we usually get them on IP rights, for example using the Club crest etc. Touting is a massive industry, and even if you are successful in stopping one activity, they immediately find a way to re-invent themselves and carry on. PD suggested that a good number of the tickets advertised are fake. The Club continues to investigate such matters and close as much down as possible. If it is found that fans have been selling on tickets, they are banned from purchasing tickets in the future. We are always investigating cases and, on average, ban at least one tout a week, but it is a longwinded and time-consuming process.

- 3.35. The Club has a core of between 700 and 1000 fans who travel to every away game. In addition there is a significant number who only attend the occasional away game, and, as such, they may pass the tickets to friends and family, or, in some cases, persons not previously known to them. At this point, they lose control of the situation and this is where a lot of the touted tickets get picked up. In addition, these touts have, over the years, built up loyalty through the membership scheme themselves so can end up with multiple tickets for sale. The Club continues to investigate such matters, and take the necessary action to limit the activity. However, when the Club does take steps and bans fans for selling tickets to dubious sources, the fans need to support the actions as the Club is acting in the best interests of fans who legitimately want to attend games but can't do so on account of lack of availability. Where practicable, the Club does attempt to buy tickets to help with its investigations.
- 3.36. SA asked what the Club is doing to prevent the use of flares and other incendiary devices at football games, both home and away.
- 3.37. AP said that from the end of last season the Club saw an increase in the use of flares by LFC supporters. It involves a handful of people, and was getting out of hand. The Club distributed leaflets promoting self-policing in an attempt to stem the rise in this anti-social and dangerous activity. Unfortunately this didn't seem to work. Consequently, from the beginning of this season, the Club has been proactively working with other Clubs to solve the problem, including the provision of sending extra stewards. In recent weeks, the situation is starting to improve in that the instances have significantly reduced. The Club will continue to be proactive in this area to further reduce, or eradicate the problem, particularly at the high-profile games. Identifying the perpetrators is a problem as they are often seated behind flags or are not the person to whom the ticket has been sold. In addition, nationally the punishments handed out to perpetrators are not consistent, ranging from four-year banning orders to just verbal reprimands.
- 3.38. SA said that one of the observations is that people who are involved in this activity are not fully aware of the implications to the Club, such as fans being banned from travelling to away games.
- 3.39. AP agreed that the communiqués should make it very clear that such activity is unacceptable, and that the consequences should be spelt out to both the individuals concerned and the potential risks to the Club.
- 3.40. PA said that the Club works closely with the Police on such matters, but asked if consideration has been given to liaising with the Fire Service on promoting an education programme. AP agreed that this was a good idea and would take it away as an action.
- 3.41. PA presented the insert that accompanies each away ticket and highlighted the first line that states: "This ticket is non-transferable and must not be passed on to anyone else. This contradicts what is said on the Club website. Why the discrepancy?"
- 3.42. PD said that in real terms it makes sense, but he agreed that the policy needs to be revisited to avoid confusion or offence. It is still the responsibility of the person purchasing the ticket to keep it safe, but equally the terms and conditions need to accurately represent responsibility and consequences following any misuse.

- 3.43. BH stated that the Committee had received numerous complaints concerning the abruptness of the tone of the insert. The first few bullet points offered warnings, but the final bullet was a reminder to respect the value of the Club. Many fans don't understand why the insert was issued and what prompted its use.
- 3.44. AP said there was not one reason as to why the leaflet was inserted with the ticket, but all the issues being addressed today have played a part in why the insert has been introduced. The Club should issue a communiqué explaining why it was introduced, but at the same time ensure that the tone used is correct and the message consistent.
- 3.45. AB asked for an explanation about the timing of each sale, for example the away game against Hull. In terms of the ticket numbers to purchase, how can fans be assisted when they want to sit together? Also, why aren't fans always offered the best seats available at the time of purchase?
- 3.46. PD said that the Club tries, wherever possible, to have dedicated days for each sale, trying to avoid days when fans might be travelling to and from games. However the first point is valid and the Club will look at ways in which the maximum time possible can be given for each game or group of games.
- 3.47. PD said that giving fans the ability to purchase more than four tickets for a particular game could play in the hands of unscrupulous people. However, the Club is prepared to discuss with the sub-committee ways in which this could happen so that genuine fans can sit together, without playing into the hands of the ticket touts.
- 3.48. PD said that the Club is required to sell tickets in a specific order as directed by the host club. However, the point is valid and the Club will be happy to look at it with the ticketing sub-committee.

4. Any other business:

- 4.1. BH said that it is becoming apparent that the cost of away tickets are too expensive. Fans are loyal to a degree, but the costs are now stretching that loyalty. Fans feel they are being priced out of games, and are getting angry about it. Consequently, the Committee is asking the Club to be creative in how it can reduce ticket prices.
- 4.2. BH continued by saying that the PL have confirmed that the number of away fans travelling to games is dropping, yet away fans are part of the match-day experience that sells around the world. The £2 reduction on away ticket prices, welcome as it is, is not going to have the impact that it's meant to have. The problem for LFC fans is that we are Category A wherever we go, and a £15 hike in the ticket price when compared with smaller clubs is taking its toll on the fans. The Club needs to push, and be seen to be pushing, for a better deal.
- 4.3. KG said that at the Open Forum the day before a desire was expressed for a senior club official to attend any future events. In fact, it was requested that IA attends in person, along with the Club's Supporters' Liaison Officer (SLO). It would also help if fans knew who the SLO is and how to make contact with him/her. Would the Club consider employing somebody independent to carry out the role of the SLO?
- 4.4. AP said that he would discuss attendance at any future Open Forums with IA

directly and report back to the Committee. The Club has a view that the remit of the SLO is best served by several people. Each PL club fulfils the obligation differently. The Club feels that how it is meeting its obligations meets the best interests of fans. There are a number of different people at the Club who carry out SLO tasks and responsibilities. YLS carries out some of these functions, as does Ged Poynton, the stadium manager. The Club has produced a paper on the role and will be pleased to circulate this to the Committee.

- 4.5. BH said that it was important that IA is asked to attend and that his response is duly recorded as a key action from this meeting.
- 4.6. BH said that there has been a change of dialogue with other fans' groups, such as the Spirit of Shankly (SOS). It is part of the Committee's remit to ensure that the relationship between the fans and the Club is improved. It seems that the Club is putting barriers between themselves and other fan groups, which is causing anger and distrust. The Committee are feeling the effects of that policy. Back in April, we raised it then stating that, beyond the supporters committee, there are other groups that need engaging with. The SOS asked the Committee to support its desire to be part of the consultation process with the Club, and the Committee is happy to support them in this goal. We believe that if the Club engages with other fan groups, the relationship with the wider fan base will improve. Keeping people at arms length only makes them more suspicious. We would recommend that members of the SOS are invited, along with members of the Committee, to speak directly with the Club over some of the more important issues, such as ticketing.
- 4.7. SB asked for clarification as to what is meant by other groups. BH responded by saying that at the Open Forum the day before, two groups were represented in sufficient numbers. As well as the SOS, Spion Kop 1906 were also represented. However as well as any fans' unions, other recognised groups would include the Liverpool Disabled Supporters Association (LDSA), for example.
- 4.8. AP confirmed that the Club recognises the Committee as the main group for representing the issues put forward by fans. However, the Club recognises that there are other fans' groups and unions that have a voice and the Club will consider how to better engage with them going forward.
- 4.9. BH asked if the Club could give answers to any action points in between meetings so that more time can be spent debating the main topic. The only alternative would be to make the meetings an hour longer. It is important that the Committee gets answers to the points raised, but they need to be provided in a more-timely manner. The Club agreed to ensure that information and answers to action points, where practicable, would be provided prior to each meeting.
- 4.10. The date of the next meeting will be on either the 8 or 9 February 2014 when the topic for the discussion would be pricing structure. AP asked if a full-committee meeting was the right vehicle for such a discussion. BH responded by saying that the sub-committee route was not the way to discuss such important matters, as a) it will not include the views of all fans and b) it will not be minuted as one of the four official meetings each season.

5. Key actions for this meeting:

- 5.1. Committee to sign off the Governance Handbook prior to the next meeting.

- [1.5]
- 5.2. Club to clarify if IA, TW or JH will attend either of the remaining meetings of the season. [1.6]
 - 5.3. Club to consider involving the Committee in aspects for the feasibility study being undertaken by PWC. [1.10]
 - 5.4. Club to investigate the situation surrounding the delays at Turnstile E7 for Fulham game. [2.8]
 - 5.5. Club to engage with ticketing sub-committee and determine how best to reduce ticket prices for travelling fans next season. [3.3]
 - 5.6. Club to determine if the players will contribute to the fund to help travelling fans, similar to the initiative promoted by Man City. [3.19]
 - 5.7. Club to consider using some of the £200,000 fund to improve the situation for away supporters using the Anfield Road wheelchair bays. [3.21]
 - 5.8. Club to engage with the ticketing sub-committee to determine the best way to allocate the remaining £50,000 in fund set up to assist travelling fans. [3.22]
 - 5.9. Club to consider liaising with the Fire Service on promoting an education programme targeted at fans who set off flares and other incendiary devices, and also issue a communiqué advising fans of the associated risks, both to fans and club generally. [3.40]
 - 5.10. Club to issue a communiqué explaining why the warning notice is being issued with tickets. [3.44]
 - 5.11. Club to engage with the ticketing sub-committee on the timing of general sales, choice of seats, and purchasing group seats. [3.46]
 - 5.12. Club to circulate its paper on how it distributes the role and responsibilities of the SLO. [4.4]
 - 5.13. Club to consider how it engages, and involves, other fan groups and unions, such as the Spirit of Shankly. [4.8]
 - 5.14. Club to give answers to these action points, and any outstanding action points from previous meetings in advance of the next meeting so more time can be allotted to the main discussion point. [4.9]