



FAN ADVISORY BOARD

MEETING SUMMARY NOTES

2 March 2026

Monday 2 March 2026 (5:00pm-7:30pm)

The Entertainers Suite, St James' Park

Newcastle United

David Hopkinson (“**DH**”) Newcastle United CEO (online 6:15-6:45pm)

Brad Miller (“**BM**”) Newcastle United COO

Yvette Thompson (“**YT**”) Newcastle United – Director – Commercial Venue

Lee Marshall (“**LM**”) Newcastle United – Director – Communications

Sarah Medcalf (“**SM**”) Newcastle United - Head of Supporter Services

Chris Parkinson (“**CP**”) Newcastle United - Head of Ticketing

Andrew Lisgo (“**AL**”) Newcastle United – Corporate Communications Manager (Online)

Sarah Johnson (“**SJ**”) Newcastle United – Fan Engagement Manager

** Meeting notes to be taken by NUFC Legal team, supported by CoPilot transcription .*

Fan Advisory Board Attendees

Michael McCarthy (“**MM**”) Season Ticket Holder Representative (STH) - Chair

Rajat Nayyar (“**RN**”) Member Representative - Vice Chair

Thomas Symonds (“**TS**”) Young Person Representative (Online)

Natalie Noyes (“**NN**”) International Representative

Karl Williamson (“**KW**”) NUST Representative (Online)

Claire Wintrip (“**CW**”) United with Pride Representative

Chris Baker (“**CB**”) Disability Representative

Marion Williams (“**MW**”) STH Representative

Apologies:

Lisa Mole (“**LMO**”) NUST Representative

Meeting Agenda

Time	Lead	Description	Owner
5.00pm	Welcome	Welcome to FAB meeting	MM
5.02pm	Chair Update	Meetings Held/Events Attended by FAB	MM
5.05pm	FAB	Season Ticket Waiting List <ul style="list-style-type: none"> • Update on criteria – rationale • Next steps 	MM/FAB All
5.20pm	FAB	FAB Box Office visit	CB
5.25pm	NUFC	Ticketing Update <ul style="list-style-type: none"> • Insights - key games including Qarabag & Sunderland • Fan Behaviour 	CP
5.55pm	NUFC	Topic specific FAB Working Groups	SJ/FAB
6pm	NUFC	Newcastle Code – Update	LM
6.15pm	NUFC	Strategic Plan – Headlines	DH
6.40pm	NUFC	Crest Project - Update	DH
6.45pm	NUFC	Infrastructure Project - Update	DH/BM
6.50pm	NUFC	Fan Experience Strategy - Update	SM
7.05pm	NUFC	Feedback from Workshops – Update	SM
7.10pm	NUFC	FAB Communications Plan	SM/AL
7.12pm	NUFC	FAB Action Tracker – key FAB next steps for consideration	SM/MM
7.15pm	NUFC	AOB	All
7.20pm	Meeting Ends		

Introduction

MM provided an update on recent activities, noting that several workshops had taken place, including a successful season ticket waiting list workshop held as part of the Fan Advisory Board meetings. MM also referenced an artificial intelligence overview session, which offered a broad insight into current AI developments.

Members of the FAB attended both pre-match and post-match operational meetings, which may be repeated in future, and confirmed that visits to the Box Office had been particularly useful. Several further meetings and discussions have also taken place around the season ticket waiting list and wider Fan Advisory Board sector topics. MM additionally attended the press box before matches, which has helped build an understanding of press operations, and confirmed that key members of the media are aware of recent Fan Advisory Board activity. MM expressed thanks to AL for arranging the Fan Advisory Board feature in the matchday programme.

MM reported attending an appeals panel, noting that the process allowed the supporter involved to feel heard and to express their point of view directly. MM highlighted that this visibility and participation were valuable from a supporter perspective, ensuring that alternate viewpoints are considered rather than solely that of the Club. SM agreed it has been insightful and beneficial to have Fan Advisory Board involvement.

Accessibility matters were discussed, including support for disabled and visually impaired supporters. MM noted that Crystal Palace is considered an industry leader in this area, albeit with significant associated costs. The Club is currently trialling new equipment, and CB recently visited Arsenal for comparison. It was acknowledged that access to the sensory room is occasionally impacted during higher profile fixtures, particularly Champions League matches, due to increased media broadcasting requirements. YT confirmed that such instances only arise where broadcast demand is exceptionally high, and the Club remains committed to ensuring appropriate alternative arrangements.

SM expressed thanks to the Fan Advisory Board, recognising the substantial amount of work taking place behind the scenes. SM noted the volume of activity around season tickets, workshops and communications, and acknowledged the commitment required alongside members' day jobs and family responsibilities. The Club's appreciation for this contribution was formally recorded.

Season Ticket Waiting List

The Fan Advisory Board discussed the development and implementation of the season ticket waiting list, covering the agreed criteria, validation processes, communication plans and operational next steps. Additional input was provided on data handling and the practicalities of administering the system.

MM highlighted that this project has been led by the Fan Advisory Board and asked for next steps. These were confirmed as:

Next Steps

- Newcastle United to assess operational delivery options against the agreed criteria
- Identify and address any implementation challenges
- Update the Fan Advisory Board on the proposed delivery approach and feasibility
- Final review of frequently asked questions and press release content
- Confirm and agree the official launch date

YT will support with data analysis to finalise the priority pots, and FAB and AL will work together on the communication plan.

CP explained the ticket process flow, confirming that each priority pot will open and close sequentially before the next is opened.

YT confirmed that all of this will be handled through the system, with automated reporting. None of the work will be completed manually.

It was noted that any season tickets not renewed during the next renewal cycle will be added into this process, with the hope that further availability will be secured.

KW raised concerns about validating applicants to prevent automated activity and non-genuine supporters from obtaining tickets. It was agreed that identification checks and clear communication about validation would be included in the process, with the Club ensuring all selected individuals are properly verified.

RN raised the importance of validating underlying data, including tracking the number of ballots a supporter has entered.

MM invited any further questions, and SM reiterated that the Club cannot predict year to year how many season tickets will become available.

FAB Box Office Visit:

CB provided an overview of the Box Office visit during the Bournemouth match, undertaken to better understand the issues supporters commonly face. The operation was described as calm, controlled and well managed, observing efficient operations, quick moving queues and the use of safety stewards to manage crowd flow, with most issues arising from missed deadlines or technical problems with ticket downloads.

CB observed the back-end systems, including SeatGeek and associated metrics. Common issues encountered included supporters missing seat transfer deadlines and difficulties downloading tickets on Android devices. In several cases the technical issue had already been resolved, but supporters had not attempted to download their tickets again on the match day.

CB found the visit highly beneficial and suggested that the Club consider producing “behind the scenes” or “day in the life” content to help supporters better understand match day operations. Overall, the Box Office was observed to be a well-run operation, with approximately two hundred in person queries on a match day, which is proportionately low in the context of a fifty-two thousand capacity attendance.

It was noted that most supporters presenting at the Box Office already had their season ticket entry loaded onto their digital pass but were unaware it was there. Communication will continue to emphasise that additional cup match tickets (excluding Champions League tickets) appear on the season ticket pass rather than as separate items. Staff were praised for their helpfulness and professionalism.

The Fan Advisory Board acknowledged that ticketing and the Box Office often receive criticism, usually stemming from supporters’ frustration when waiting in match day queues.

YT confirmed that operational data provides visibility of telephone queue times, allowing the Club to compare perceived waiting times with actual ones. For example, supporters may report waiting twenty minutes when the system shows a six-minute queue. YT emphasised that, regardless, the team remains committed to making further improvements wherever possible.

It was highlighted that clearer categorisation of phone call types into the Box Office could help reduce phone line congestion, ensuring that supporters with issues that cannot be resolved online can access timely assistance.

Ticketing Update:

CP provided an update on ticketing issues experienced over recent matches and recent months, focusing on the Qarabag fixture, the Sunderland fixture, and wider concerns around validation and system integrity.

I. Qarabag Fixture

CP outlined the operational approach taken for the Qarabag away match. The Club was offered two options to receive tickets, and the Club decided to issue paper tickets on site for operational efficiency rather than for identification checking purposes.

The ticket batch arrived on Tuesday evening. The team attended the stadium, organised the tickets alphabetically, and opened collections.

Tuesday 17th

- Tickets collected at 9pm local time from the Tofiq Bahramov Stadium
- Tickets placed into envelopes with the corresponding seat purchased

Wednesday 18th

- Tickets alphabetised in surname order
- Collections opened at 11am

The collection point experienced a heavy rush early on and remained open for seven hours. Approximately seventy per cent of tickets were collected between 11am and 1pm, with some supporters queuing for up to forty-five- minutes during peak demand. Queues cleared entirely after this period and collection moved quickly.

- Seventy per cent collected between 11am and 1pm
- Twenty-five- per cent collected between 1pm and 3pm
- Five per cent collected between 3pm and 6pm

CP emphasised the value of having this data for future fixtures so supporters can be informed in advance about likely queuing times. MM highlighted the importance of communicating that identification checks were not the reason for issuing paper tickets and that PDF tickets would not have been appropriate in this scenario.

CP confirmed that a significant number of tickets remained uncollected:

- Allocation: 1,998
- Tickets sold: 1,832. A total of 459 were returned when collections were announced and were then resold in line with the loyalty points system. Of the tickets sold, 87 per cent were purchased by season ticket holders and 13 per cent by members.
- Tickets collected at the venue: 1,249
- Uncollected: 583

The Fan Advisory Board noted that the data clearly shows 583 supporters did not collect their tickets which meant a smaller away following on matchday, and CP confirmed that these individuals will not receive a loyalty point.

CP also confirmed that Qarabag had moved some seat allocations.

The Fan Advisory Board noted that the overall process was fair and transparent, although based on the data presented, the number of uncollected tickets was clearly problematic and suggested the reasons for this should be further analysed and investigated by the club. Questions were raised about whether the Barcelona away fixture will involve identification checks.

2. Suspicious Purchasing Activity

CP provided insight for the 2025/26 season. A total of 4,560 members have been flagged as operating suspiciously based on technology identifiers and success rates. These accounts are flagged on the ticketing system. However, they can still purchase tickets. A selection of these suspicious accounts is randomly chosen for home identification checks to verify authenticity. Photo identification is required. If the ticket holder is not the correct individual, the original ticket holder receives sanctions.

Accounts with suspicious activity flags were prevented from purchasing for the Nottingham Forest match in September 2025. This approach has not continued due to supporter complaints that some individuals could not purchase tickets. CP is willing to review this with the Fan Advisory Board if there is a desire to reintroduce the measure for the 2026/27 season.

89% of suspicious accounts successfully accessing tickets do so via the member sale. 98% of home ID checks on suspicious accounts that purchased tickets from the member sale have failed year to date.

Sunderland Fixture Insight

CP reported that SeatGeek had flagged a significant number of suspected automated applications for the Sunderland fixture. He outlined the criteria used to detect suspicious activity and explained the scale of the issue.

For this match, 138,000 queue positions were created for ticket applications, demonstrating that individuals may be using multiple devices or automated methods.

Sunderland ticket distribution (at time of meeting):

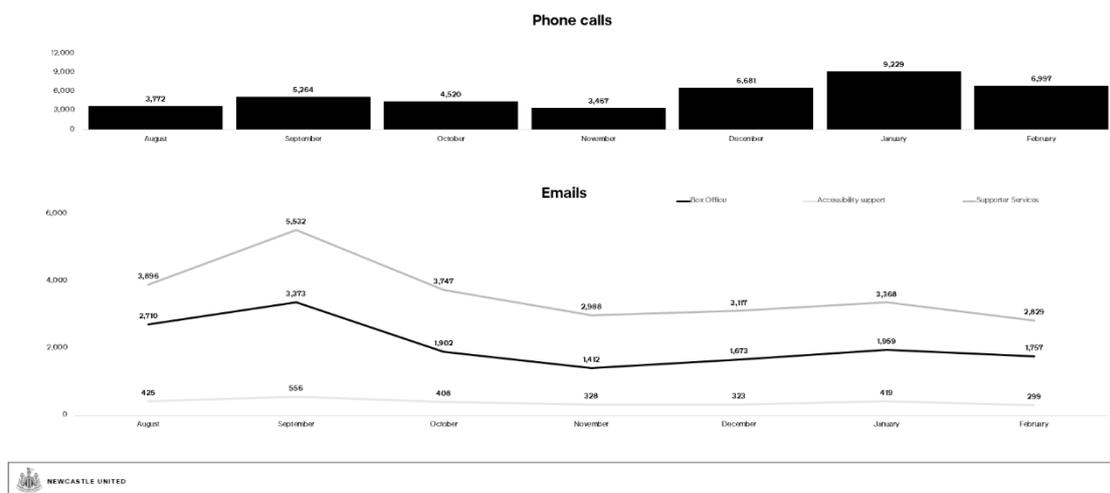
- Ballot: 82 per cent of tickets sold were via the ballot (3 per cent had the suspicious activity client type)
- Member sale: 18 per cent of tickets sold, with 36 per cent of buyers flagged with the suspicious activity client type
- Overall: 72 per cent of current suspicious activity purchases for this fixture have come through the member sale

A discussion took place about whether accounts that continually apply without meeting criteria should be restricted. KW suggested that clearer communication about the number of available tickets in each ballot may help supporters decide whether to enter.

CP noted that identification requirements for home matches could act as a deterrent. The Club may consider contacting supporters to inform them that their next successful application will require identification verification. CP confirmed that the Club is exploring systems to support automated identification checking for members without impacting the matchday experience.

CP and SM also updated the Fan Advisory Board on the volume of phone calls and emails received by Supporter Services and Box Office. The Box Office team has begun categorising call types to better understand patterns, noting an increase in attempts by individuals to bypass the system to obtain tickets.

Year to date



CP reported on the number of sanctions issued, emphasising the need to protect staff, who are regularly subjected to unacceptable verbal behaviour. For the 2025/26 season there have been 869 sanctions to date:

- 715 ticketing sanctions
- 53 breaches of ground regulations
- 52 incidents of physical or verbal abuse
- 40 incidents of discriminatory behaviour
- 9 other sanctions (including social media and ticketing related issues)

SM shared that call recording for all inbound calls will be introduced this season to improve service quality, support staff training, ensure accurate records of supporter interactions, and help protect staff from abusive or inappropriate behaviour. Examples of abusive conduct were then provided.

Club Vision, Culture, and Newcastle United Code:

LM presented the Club's long-term vision, outlining the ambition to become the number one football club in the world. He introduced the cultural framework and values that underpin this ambition,

collectively known as the Newcastle United Code, and provided an update on the Club's wider transformation plan.

LM reiterated that the Club's ambition is rooted in the vision of our Chairman, His Excellency Yasir O. Al-Rumayyan, with a clear objective to credibly and sustainably challenge for both the Premier League and Women's Super League titles by 2030.

The Newcastle United Code was introduced as the foundation of the Club's culture. It comprises the core values of One Club, Excellence, Relentless, Accountable and Integrity, supported by behaviours and principles designed to apply to all staff across the organisation.

LM provided an update on the one-hundred-day review, noting that the new Chief Executive is now in place and that the Newcastle United Code emerged from this process. He emphasised the importance of ambition, culture, mindset and decision making in accelerating progress, and confirmed that the work builds on existing aspirations, including those set out by our Chairman, His Excellency Yasir O. Al-Rumayyan.

LM spoke about the importance of belonging and engaging supporters globally, describing the approach as "taking the power of Newcastle United to the world, and inviting the world in". He outlined the frameworks being put in place to embed the Newcastle United Code consistently throughout the organisation.

LM then summarised the rollout plan, including onboarding, communication, leadership role modelling, performance measurement, recognition, workshops and regular review.

Transformation Plan and Organisational Changes:

DH outlined the three pillars of the Club's transformation plan: ambition, culture and strategy. He emphasised the importance of aligning all staff behind a unified definition of success, streamlining decision making, and introducing a refreshed Delegation of Authority to enable faster and more effective local decision making.

DH noted that, as part of the one-hundred-day review, the Club undertook a clear assessment of its strengths and opportunities for improvement. Approaching six months in post, he confirmed that the transformation plan was presented to the Board on 12 December, where it received unanimous approval.

He described the strategic plan as one that sets out a clearly articulated vision and ambition statement, comparable to those of leading global organisations. He stressed that ambition must be supported by an aligned organisational structure and a consistent understanding of what success looks like across all staff.

DH also highlighted the creation of a high-performance culture, reflecting the values outlined by LM, supported by best practice approaches to recognising and rewarding aligned behaviours and recruiting individuals who embody them.

DH introduced the concept of a streamlined Delegation of Authority, explaining that too many decisions are currently escalated to Board level, causing delays. The new framework will define which decisions can and should be made locally, supporting agility and empowering staff.

He also noted that the Club's data and digital growth engine, along with the development of a robust performance framework, are key priorities within the transformation agenda.

Crest Project Update

DH noted that the current crest contains design inconsistencies, including asymmetry

When asked about timescales, DH confirmed there is no urgency, stressing the importance of getting the process right. Any proposed changes to the crest will not appear on next season's shirt, as the design window has passed, and is instead expected to feature from the 2027/28 season.

RN expressed relief that the process will not be rushed, noting that the previous approach felt time pressured. DH confirmed he will update the Board and inform them that the matter has been discussed with the Fan Advisory Board.

Infrastructure Update:

BM updated the group on the ongoing evaluation of stadium redevelopment versus new-build options, including land and planning considerations, infrastructure investment, and the phased development of the training centre. He also outlined the continued investment in infrastructure across all Club sites.

Season Ticket Renewals

It was confirmed that the student discount will remain in place for the current season, following consultation with the Fan Advisory Board.

A reduction in the disability discount was noted. The Fan Advisory Board was consulted on this matter and were unanimously against such a reduction in discount. Recognising the specialist nature of the topic, FAB directed the club to seek the advice of Newcastle United Disabled Supporters Association (NUDSA).

YT confirmed that the associated communications will be shared with the Fan Advisory Board once they have been finalised and signed off.

Topic Specific FAB Working Groups:

SJ provided an update on the activities of the three Fan Advisory Board sub-groups: Equality, Diversity and Inclusion; Retail; and Sustainability.

Equality, Diversity and Inclusion Subgroup

- DB has tentatively proposed 18 May, aligning with the Independent Advisory Group meeting date, for the next Equality, Diversity and Inclusion sub-group session.
- Updates included sharing ideas such as the Newcastle United Sports Day, where Club staff took part in activities in lower socioeconomic areas. The group discussed the value of ensuring player representation that reflects the communities involved. The group discussed the value of ensuring player representation that reflects the communities involved.
- The idea of introducing a disability passport to improve accessibility at catering outlets is being explored.
- The group has been considering additional uses for the Sela sound shirts.

- A potential Pride scarf is being explored, with Newcastle United representatives taking this away for further consideration.

Retail Subgroup

- The sub-group expressed a preference for more original and tasteful designs on retail items rather than standard designs on merchandise and asked that quality, sustainability, longevity and value for money be prioritised.
- Newcastle United will review whether terms and conditions for limited edition items should be updated, particularly to limit multiple purchases and reduce resale. The aim is to increase availability and ensure items reach as many genuine supporters as possible.
- Fan Advisory Board members may be used as a sounding board for proposed retail items where beneficial.

Sustainability Subgroup

- The group shared several ideas for enhancing sustainability and community engagement, including:
 - Using grass cuttings from the pitch for memorial scattering with ashes
 - Increasing football boot donation points
 - Expanding community artwork around the stadium
 - Creating Newcastle United blankets made from old stock
- A discussion took place regarding Newcastle United ex-service and Remembrance Day initiatives, with plans to expand the veterans' event this year.
- The Memory Café continues to grow, recently reaching a record attendance of 185 people in February 2026.
- KW highlighted a sustainability initiative where empty crisp packets can be transformed into blankets for homeless individuals, suggesting potential collaboration. MW added that matchday waste streams could support such efforts. KW will share further information.

Fan Experience Strategy

This item was parked for this meeting in the interests of time.

Fan Workshops

SM led a discussion updating the Fan Advisory Board on feedback gathered from recent fan workshops, particularly those focused on home ticketing.

Workshops held:

- 06 November 2025 – Home Ticketing Workshop (Premier League Workshop 1)

- 03 December 2025 – Season Ticket Waiting List Workshop (Premier League Workshop 2)
- 20 January 2026 – Sustainable Travel Workshop
- 03 February 2026 – Young Supporters Workshop I
- 09 February 2026 – Memberships Workshop (Premier League Workshop 3)

Key feedback so far included:

- A strong desire for greater transparency and improved communication from the Club.
- Supporters requested earlier ballot timings and related communications to help with planning.
- Improvements to digital ticketing and website functionality are being explored to enhance the supporter experience.
- There was broad support for introducing mandatory identification verification for all members to strengthen ballot integrity and reduce misuse.
- Specific ‘You said, we did’ actions from home ticketing workshop below:

HOME TICKETING WORKSHOP – November 6th 2025

TOPIC	CONTEXT	ACTION
TRANSPARENCY AND COMMUNICATION	Publish game by game transparency data (tickets available, ballot success %).	Transparency data for ticketing published on website January 2026
TRANSPARENCY AND COMMUNICATION	Improve clarity and timing of emails (larger text, clearer CTAs, earlier notice)	Changed ballot notifications to 11.30 to manage expectations
TRANSPARENCY AND COMMUNICATION	Create a pre season ticketing explainer (rules, processes, do/don't guidance)	The original pre match playlist has been fully restored, aligning with supporter feedback and enhancing the matchday build up.
BALLOT FAIRNESS & LOYALTY	Explore tiered memberships with clearer benefits	No plans currently – given feedback to memberships team
MEMBERSHIP SYSTEM & VERIFICATION	Add mandatory ID verification for all members	Exploring currently.
DIGITAL TICKETING & WEBSITE FUNCTIONALITY	Review website performance (speed, seat map clarity, colour contrast).	Digital Workshop April 2026. Digital team roadmap for 2026/27 season
SEASON TICKET PROCESSES	Create an official ST waiting list with visible queue numbers.	FAB creating STWL criteria

Feedback from the Young Persons Workshop, Sustainability Workshop and Memberships Workshop has been shared internally, and potential key actions are being discussed.

A further Digital workshop is scheduled for April 2026 to review progress and discuss ongoing digital improvements.

All feedback will form part of a “you said, we did” update for supporters at the end of the season.

Fan feedback on the online workshop format suggested that it could be enhanced. The Fan Advisory Board noted that digital breakout rooms and having a dedicated host throughout could improve engagement. The idea of involving Fan Advisory Board members as online moderators was also raised as a possible enhancement.

SM shared the list of upcoming workshops, ensuring the Fan Advisory Board is aware of opportunities for further supporter engagement.

AOB

Premier League Fan Advisory Board training remains to be confirmed.

SM recapped the 2025/26 actions arising from the 2024/25 Fan Advisory Board Assessment Survey. These included introducing Fan Advisory Board leads for key topics such as Retail, Equality, Diversity and Inclusion, and Sustainability; improving meeting planning with advance materials and summary notes; promoting Fan Advisory Board activity through a targeted communications plan; and enhancing the strategic plan going forward.

SM asked the Fan Advisory Board whether there were any concerns that the Club was not on target to achieve these actions during the season. No concerns were raised.

Conclusion

MM and SM thanked attendees for their contributions.