Manchester United

Fans' Forum Agenda

Friday 23 October 2026

Forum Members Present

Su Buckley	Season Ticket Holder Rep
Bill Dixon	Over-65 Rep
Duncan Drasdo	Covering ISLO Rep
David Field	Family Stand Rep
Alex Hardman	Official Member Rep
Deborah Henry (Virtual)	Women's Team Rep
Jamie Leeming	MUDSA Rep
Carly Lyes	Local Resident Rep
Eric 'Naj' Najib	Rainbow Devils Rep
Thanos Oktoratos	Overseas MUSC Rep
Stephen Pember	UK MUSC Rep
Lily Quinlan (Virtual)	Under-21 Rep
Chris Rumfitt (Virtual)	MUST Rep
Tony Veverka (Virtual)	Executive Club Rep

Club and Foundation Officials Present

Toby Craig (Chair)	Chief Communications Officer
Collette Roche	Chief Executive Officer, New Stadium Development
Gary Hemingway	Chief Operations Officer
Rick McGagh	Director of Fan Engagement
Sam Kelleher	Commercial Director, Venue
Catherine Smith	Director of Communications
Ashley Hackett	Chief Executive Officer, Manchester United Foundation
Nicola Wellington	Fan Engagement Manager

Agenda

- Chair & club update
- Stadium update
- Operations update
- Intro to Ashley Hackett
- 150th anniversary update
- Pre-submitted Q&A
- AOB

Topic	Topic Notes
Apologies	• Dips Jandu, Chun Yi Lee, Stewart Moss
Minutes of last meeting	• The minutes of the July meeting were circulated, approved by reps, and published on the club website. • The next meeting is due to take place on 16 December and information about deadlines for question submission will be advertised on our website manutd.com/fans.
Club update	• The chair welcomed the forum to the first meeting of 2026/27 season. • Since the last meeting, Luca Black has stepped down as Under-21 Season Ticket Holder representative. The chair thanked Luca for his time, commitment and valuable contributions to the forum and confirmed applications for the role will open following the forum. Reps added their thanks and congratulations to Luca on all he achieved in his time on the forum. • The chair thanked everyone who applied for roles on the Fans' Forum over the summer. Steve, Su and Alex will be renewing their roles as Supporters' Club, Season Ticket Holder and Official Member representatives respectively. Interviews are underway for appointment of Loyalty Pot representative. • The club acknowledged fan sentiment is extremely poor and it is the club's intention to rebuild relationships and trust with fans, assess the impact decisions have on our fanbase at a much earlier stage, and for club and fans to move in the same direction for the benefit of all. • The club acknowledged occasions where the club has the privilege and ability to do good and positive things and reward our loyal fans, citing multiple examples from recent weeks. The club asked reps to share stories, anecdotes and opportunities where we can give back as a club, or via Manchester United Foundation. • Reps highlighted the damage done to relationships with fans following the ticket touting exercise and urged the club to work with, and lean on, the forum as a collective to help build relationships and trust again and to avoid similar issues in the future. The reps specifically asked that the impact of ticketing policy changes are properly discussed with this forum before any changes are implemented. **FAB update** • The FAB met on 15 October at Old Trafford. • Club reps presented an update on, and discussed with fan reps, a number of key issues including an increased emphasis on fan relationship impact in all internal club decision making, readiness for the Independent Football

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	Regulator's licensing regime, new stadium progress, and planning for fan engagement around the club's 150th anniversary. • Club reps recognised the strength of current fan sentiment as a result of various issues, notably around ticketing sanctions, in recent months and are committed to work to improve this. • There was a clear shared agreement in discussion between fan reps and club reps that shortcomings identified in the FAB effectiveness survey in the early summer of 2026 had been exacerbated by the tensions around ticketing sanctions over the summer. All FAB members made a shared commitment to address this through improved consultation to enhance FAB's performance. • Working groups are meeting regularly to discuss new stadium progress and ticketing matters. **150th anniversary** • The club invited reps to share ideas and input into how the club, fans and community can celebrate the forthcoming 150th anniversary in 2028. Our ambition is to commence planning early to ensure fans can be a part of the anniversary milestone. • The forum agreed to establish a dedicated working group to maintain progress on plans and to feed ideas into the club to recognise the milestone and opportunities for fans.
Stadium update	• We're pleased to share updates on how the new stadium project is progressing across land assembly, design evolution and fan engagement. • We are actively engaged with landowners, Trafford Council and the Mayoral Development Corporation to ensure mutual agreements on land assembly required for the new stadium. We previously announced the acquisition of 25-acre site, located approximately 350m north-west of the current stadium, from Indurent, a leading provider of industrial space and a Blackstone portfolio company and we are working closely with local businesses impacted by plans to support them through the transition period. • Since the last forum, the club has also attended public consultations within the local community on the wider masterplan. The public consultation led by Trafford Council has now closed and results will be published in due course. • Transport is an incredibly important workstream for both the new stadium and the wider masterplan, and we are working closely with Transport for Greater Manchester to understand, measure and forecast crowd flows, behaviours and movement patterns.

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	• Across the last three months, we have onboarded strategic consultants to proceed with the design stage of our new home and it's incredibly important that this is informed by fan insight.
	• We are pleased to welcome Influential, a Manchester-based research and communications company and member of the Market Research Society (MRS), with us at the forum today to talk about how we can ensure fans have their say on the design of our new home.
	• Influential outlined a timeline of engagement opportunities across the next six months, working to the best practice framework from Royal Institute of British Architects (RIBA) which is designed to ensure fans feel included and have an opportunity to input and add value.
	• The next six months are focused on RIBA Stages 1 and 2.
	• Stage 1 focuses on fan requirements and understanding priorities.
	• Over the past two years, thousands of supporters have shared their views on the future of Old Trafford and the regeneration of the wider area. We'd like to thank everyone who has shared their views so far. This vital feedback has helped to inform our feasibility studies to the taskforce and results from the previous fan survey are available here.
	• We have today launched a new stadium survey to help us to further understand how to shape, design and conceptualise a world-class stadium. This survey will encompass the key topics for this early design stage, with opportunities to delve into further details:
	  ○ Atmosphere and matchday experience
	  ○ Travel and transport
	  ○ Retaining our heritage and traditions
	  ○ Catering and hospitality
	  ○ Accessibility and inclusion
	  ○ Stadium campus and technology
	• The survey will close at 12pm GMT on Friday 6 November and we encourage all match going fans to share their views.
	• Following the survey, we will host a series of six in-person focus groups across identified themes to both consolidate empirical and quantitative data collected from surveys to date, and allow us to engage on a personal, emotional level with supporters and delve further into sentiment and ideas on what world-class means.
	  ○ Accessibility
	  ○ Young Fans (16-25)
	  ○ Supporters' Clubs
	  ○ Families
	  ○ Season Ticket Holders (x2)
	  ○ Hospitality
	• The learnings from the survey and qualitative focus groups will be shared with design teams. We will then move into RIBA Stage 2, where we will present back what supporters told us from Stage 1 and how/where this

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	input has fed into emerging concepts and understand fan sentiment towards design options. This stage will include various visual and interactive elements, such as matchday pop-ups, visual design boards, testing workshops to understand fan sentiment, reactions and feelings towards designs. • Across all stages, we want to hear from as many fans as possible, combining online and in-person opportunities. *AH, SB and DF asked the club to clarify how Official Members and young fans will be represented across the qualitative focus groups. The club relayed focus groups will have representation from all match going fans, particularly as there are many match going fans currently unable to access a season ticket due to low availability and a large waiting list. We want to hear from all fans.* *CR asked the club if the previous survey results from September 2024 will be shared with supporters. The club confirmed these are now available on the club website. CR also asked the club to share more detail on the RFP process for onboarding consultants to develop the stadium commercial model, e.g. personal seat licences, particularly as fans are concerned about funding of the new stadium. The club relayed this information is confidential, however, the process of recruitment is robust to ensure the best people are onboarded to help the club build a world-class stadium for the club and our fans.* *CR requested further information on the stadium timeline, and when supporters should expect to leave the current Old Trafford. The club outlined timings for RIBA Stages 1, 2 & 3 to develop a robust design ready for planning submission and relayed the club's intention to be playing in our new home in advance of our stated aim of hosting the Women's World Cup in 2035.* *BD shared concerns around susceptibility for reputational damage and ethical nature of funding due to the club's relationship with the council. The club highlighted it is engaged with the council around the wider infrastructure and how to support fans, communities and businesses as part of the masterplan, and it is for the club to build a robust business case for the stadium itself.* *CL highlighted the complexity of asking fans to visualise what is meant by heritage and asked the club to consider ways to conceptualise and contextualise heritage, to ensure fans can provide input effectively. CL also asked the club to consider heritage of the wider area e.g. Salford Quays, to ensure the stadium feels like part of the local area and history. The club agreed and acknowledged heritage is broad, incorporating the tangible and intangible. The club highlighted the importance of ensuring heritage is prominent across all engagement sessions and shared ideas of interactive sessions and engagement concepts to help supporters input into heritage and legacy.*

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Operations	**Stadium works** We are continuing to undertake a programme of improvement works at Old Trafford, including roof monitoring and optimisation of the investment we made in the concourse areas. **Food & beverage** This season, fans will have noticed additions and elevations to concourses throughout Old Trafford including: • +45% increase in draught beer • 5 BRISK frictionless kiosks allowing fans a grab & go beer option • 13 BOX Bar self-pour beer walls • 350 digital screens and signage • 32 wall images celebrating iconic moments from our club's history The above elevations have landed well with supporters so far and we have seen an increase in the number of supporters using our kiosk facilities. The BRISK frictionless kiosk, in particular, is proving popular and we are reviewing options to expand the product offering whilst maintaining a smooth and seamless fan experience. We continue to review and monitor our standard kiosk food and beverage product offering to ensure speed of service, choice, and availability of products for supporters on matchday. This season, we have introduced alcohol-free beer, a venison cheeseburger and sausage roll across all concourses and will be introducing an Iberico hot dog across a number of kiosks this Sunday (25 October). This is a streamlined matchday offering due to ongoing operational challenges within existing kitchen facilities and number of preparatory spaces. However, we will continue to identify options to elevate experience and choice for supporters without compromising speed of service or quality of food. We continue to encourage fan feedback via post-match surveys and will work with our fan representatives to review the offering and product preferences. We have also been working to provide a quality experience for our Executive Club Members and Matchday Hospitality guests. We recognise that, during the first matchday against Ipswich, some supporters experienced a level of service below the standard we expect. We have taken action to address these issues to ensure it will not happen again. Post-match data shows that the experience is now in line with our target FSAT scores, with some suites surpassing satisfaction levels from previous seasons. We will continue to collect feedback from supporters and review the data after every match to continuously improve.

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	Finally, we have welcomed local street food vendors across the stadium footprint and have received great feedback so far with regards to operational execution, variety, quality and speed of service. Again, we will continue to review throughout the season and encourage feedback from fans regarding choice and preferences. *SB relayed positive feedback for the BRISK grab & go option and asked for clarity on payment and how supporters can report any issues on matchday. The club confirmed there is a pre-authorisation where supporters are charged for two drinks on entry to the BRISK kiosk and refunded if they purchase one drink. Where a supporter has any issues on the day, this can be dealt with at the point of sale with a member of staff.* *SP thanked the club for opening the International Suite at half-time for supporters located in Stretford End as this has helped to ease congestion in the concourses. SP asked the club to clarify the price differentiation for beverages purchased in the suite versus kiosks. The club acknowledged and agreed to review the offer.* **The Paddock** Planning approval has been granted (subject to conditions) for The Paddock, a 1.3k capacity fan zone located behind the Stretford End. We will continue to work with our fan representatives and Fan Experience working group on the look, feel and experience within the fan zone and anticipate for the area to be operational by the end of November/early December. We hope this will be an additional elevation to the matchday experience for our supporters pre- and post-game. *SB asked the club to review opening times for The Paddock for supporters' club coaches. The club relayed the fan zone will be open on a first-come, first-served basis, and agreed to review capacity and opportunities for supporters' clubs.* **Traffic & Transport** **Shuttle buses** As a reminder, dedicated Bee Network shuttle buses are available for fans heading into the city centre post-match. The collection point is located outside the Ford garage, and buses operate on a load and go basis. Ticket fares are in line with Bee Network buses. We also work with our official coach provider, One Club United, to provide a dedicated shuttle bus to/from Old Trafford and Leigh Sports Village for our women's team home fixtures. Book your space on the shuttle bus for upcoming games here: https://oneclubunited.co.uk/ **Metrolink**

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	• TfGM has commenced the next phase of major Metrolink improvement works, which will affect services until Sunday 1 November.
	• There will be significant disruption across the network during this time; and this will impact supporters travelling to and from Old Trafford for our home fixture against Bournemouth on Sunday 25 October.
	  ○ No tram services will be operating on the Altrincham, Eccles, or Trafford Park Lines.
	  ○ Services on the East Didsbury and Airport lines will be limited to Firswood, with no tram services running through to Manchester city centre.
	• Supporters are advised to plan ahead and allow extra time for their journey.
	• To mitigate disruption, a programme of dedicated football shuttle buses will be available for supporters.
	• These will run in addition to usual Bee Network buses, which are being boosted, and all Bee Network tickets will be accepted on these services.
	• TfGM will also have staff on the ground at key interchange locations to support customers and provide travel advice throughout the day.
	• More information is available on the Bee Network website for pre-match and post-match travel, along with a dedicated Bee Network WhatsApp channel for real-time updates.
	• Supporter comms have been issued via pre-match email communications and SMS, in addition to further amplification across matchday social channels, web and app.

Ticketing	**MUSC secretaries purchasing tickets, and forwarding charges** • We received some queries from our official supporters' club (MUSC) secretaries around our home cup games against Sabah and Brighton, relating to incurring charges when forwarding tickets, and we have received questions ahead of this forum as well. All season tickets which are assigned to an individual can be forwarded to another fan to use for any game – where that fan is a member there is no charge to forward the ticket (the member then benefitting from the Season Ticket holder discount), and where the fan is not a member the difference in cost for the ticket is charged during the forwarding process. • This is the case for all individually held season tickets, whether that fan is part of an official supporters' club or not. • To ensure these tickets are correctly charged when being forwarded, a rule is placed in the system on the purchaser (i.e. who logged in and renewed the season ticket). • This is causing some issues with tickets that are used as individual tickets but paid for by the same person as branch tickets (normally the secretary), i.e. they are also being asked to pay the difference in cost.

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	• We're currently working through this issue, and options available for a full update to be provided to all secretaries with our MUSC rep. • In the meantime, any individual Season Ticket holders who are being asked to pay additional money to forward to an Official Member, simply need to call the ticket office (personally) on 01616767770 and we will make a change to the account to stop this reoccurring. • As we only had 1 home cup game in 2025/26 this issue was not highlighted. **Season Ticket holder forwarding** • Following discussion with fan reps, changes have now been implemented to Season Ticket holder forwarding in that where a ticket has been forwarded once and is then forwarded again to another Season Ticket holder, there are no charges incurred. This means Season Ticket holders retain their discount if receiving a forwarded ticket for a game they thought they could not attend and e.g. listed for resale. **European Away Games** • Following discussion in this forum and with the ticketing working group, we introduced a new voluntary credit collection process for our game against Atletico Madrid. • Match tickets were issued digitally by email, and travelling supporters had the option to attend a designated location with their ID to obtain a credit. • From the 3,570 tickets allocated for this game, 3,384 scanned into the stadium and 2,746 fans (77%) visited the credit collection point and received a credit for attending this game. • For Como, as ID checks took place at the stadium in advance of entry, and due to the lack of suitable available locations within the city of Como, we did not host a separate credit collection point for this game. • Credits were only awarded to fans whose tickets were scanned into the stadium on matchday, to prevent credits being awarded to fans who do not travel or whose tickets are not being personally used.
Fan Engagement	**Supporters' Clubs** • We're delighted to welcome 11 new supporters' clubs since the end of last season to our global MUSC family: South Korea, Surat, Ottawa, Raleigh Reds, Enniskillen, San Antonio Reds, Cheadle Hulme Red Army, Triglav Reds, Nigeria, The Red Devils Estonia and Ningbo. This takes us to 372 supporters' clubs across 96 countries. • Our opening Premier League fixture of the season saw us team up with the Premier League as part of their 'Coast to Coast' promotion to put on a screening of our game for 500 fans in front of the Brooklyn Bridge in New York. This was attended by many of our official supporters' clubs in the US including New Jersey, New York, USA, Albuquerque and Buffalo Reds who

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	got the chance to meet United legend Andy Cole at this packed event. As well as the match itself we also held events at Pele Soccer in Times Square and with our USA Supporters Club, as well as taking a group of junior fans to experience the closing bell ceremony at the New York Stock Exchange. • On 10 October, Treble winner, Ronny Johnsen joined over 13,000 football fans stateside in Denver, for Premier League Mornings Live. The ultimate watch party festival, United supporters turned up in numbers, with many travelling across the US for club activations, legend appearances, giveaways and more. Plus, we hosted our legendary Warm Up event with local supporters' club, Colorado Red Devils, and hosted a soccer schools community clinic with Street Soccer USA with young fans. • The night before the Manchester derby saw 300 fans from 21 different countries come to Old Trafford for our latest 'Warm Up' event for official supporters' clubs. Fans were entertained with live music, giveaways and the chance to meet and hear from Sammy McIlroy and Alex Stepney. And those in attendance generously supported Manchester United Foundation by raising over £5,000 through the auction and raffle! The next event takes place before the Coventry home game on Friday 4 December. • Our reminiscing session met earlier this week with the topic being our greatest ever international eleven. Lots of debate was had and memories shared from years gone by. If you would like to join this group of senior fans at a future session, then please email slo@manutd.co.uk • We are working closely with the supporters' club working group to optimise web and app functionality for secretaries, both to enhance user experience and reward loyalty for official supporters' club members. *SP acknowledged and credited the Local supporters' club, who has worked with the club to allow MUSCs to donate tickets to the community for Sabah and Brighton enabling local families to attend the games.* **Tour** • Across our pre-season fixtures in Finland, Norway, Sweden, Ireland and Poland we delivered dozens of fan events which thousands of fans enjoyed. • We were also able to stage multiple community coaching clinics, giving local youngsters the chance to meet and hear from a Manchester United legend and show off their skills and take home our famous Manchester United bucket hats. • We would like to take this opportunity to thank our official supporters' clubs in each of the locations for all their support and hard work in organising the events and making us so welcome. We couldn't have done it without you! **Fixture scheduling** • We were pleased to see the Premier League and broadcasters listen to our strong representations, made by Omar following discussions with the

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	Forum, and announce the scheduling over the Christmas and New Year period much earlier this season. We know fans need more time to make plans to see family and friends over the festive period and this was an encouraging development. *SB and AH raised supporter frustrations around the Crystal Palace away fixture and kick-off time scheduled for Sunday 13 December at 7pm GMT, particularly around reduced travel options and convenience for fans in lieu of location. The club acknowledged supporter frustration and relayed the club does what it can to lobby however in this case we are limited as we are the visiting team.* **Rewarding fans** • We will continue to work alongside club partners to provide opportunities and reward fans. This has already included surprises for loyal fans across our men's and women's team fixtures, including hospitality upgrades for our women's supporters' club, mascot opportunities for junior season ticket holders, giveaways for official supporters' clubs and matchday pop-up fan zones. • We remain committed to rewarding our junior fans and across the school summer holidays we welcomed 24 junior season ticket holders, supporters' club members and official members across two afternoon sessions of skills and drills – attended by our men's first team players, our young fans made special United memories. • We were delighted to welcome our long-standing fanzines United We Stand and Red News into Carrington recently to interview Senne Lammens and Harry Maguire. Having two fanzines in operation for over 35 years is incredible and something we know is a key aspect of our fans matchday culture and routine. • In addition, we recently welcomed our women's team fanzine, The Barmy Article, to Carrington to interview Julia Zigiotti ahead of the Manchester derby on Sunday 25 October. • Prior to the Ipswich game we presented Steve Pember with the Ian Stirling Fan of the Year Award. Steve's incredible work as Secretary of the Pontypridd branch, and member of this forum, resulted in over 20 MUSC secretaires nominating him for this prestigious award which was presented by Denis Irwin along with Ian's wife Lynn and daughter Lucy. **EDI&I** • In August, we were delighted to join members of our official LGBTQ+ supporters' club, Rainbow Devils for the Manchester Village Pride Parade. A fantastic afternoon celebrating community and inclusion across football and the North West.

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	• Rainbow Devils also unveiled their new supporters' club banner at Old Trafford, marking an exciting milestone for the group and its continued work supporting LGBTQ+ fans and allies. • In tribute to the late Chas Banks MBE, lifelong friend of the club and fellow fan representative, we recently welcomed MUDSA, colleagues and family at Old Trafford to honour his extraordinary legacy by renaming Stretford End Tier Two as the Chas Banks Accessibility Platform. This dedication recognises his incredible commitment to improving the matchday experience for disabled fans. Omar Berrada and former CEO David Gill spoke at the ceremony before officially unveiling the new name along with Chas' wife and son. • We are pleased to share the recent rollout of a new and enhanced Audio Descriptive Commentary (ADC) service for blind and partially sighted supporters at both Old Trafford and the Progress with Unity Stadium at Leigh Sports Village. Developed with Alan March Sport (AMS), the service delivers real-time audio description designed specifically for supporters with visual impairments, helping bring every tackle, pass, and shot to life. • This season, we have partnered with Talk About It Mate to launch The Check-In, a new matchday mental health and suicide prevention initiative. It supplements are ongoing work as part of the Premier League's wider Together Against Suicide campaign, created with Samaritans. The project will take a phased approach. Talk About It Mate hosted a pop-up at the Manchester derby in September, to speak with fans about what they want and need from a mental health campaign at Old Trafford. Further supporter activations will follow in November which we will share with the forum and fans. • We are working in collaboration with Manchester United Foundation to deliver enrichment programmes promoting physical and mental health, supplemented by the Premier League Fans' Fund. • As part of this, we are working with MUDSA to deliver inclusion programmes within Foundation partner schools, Ability Counts holiday activations, and we will host matchday pop-ups and experiences such as quizzes and Virtual Reality experiences across our accessibility platforms. • In addition, we are pleased to continue our junior matchday activations across our women's team home fixtures, including free football sessions on the MUGA pitch two hours pre-match with Manchester United Foundation coaches, half-time penalties against our club mascot, Fred the Red, and a post-match meet & greet prize draw for junior season ticket holders and junior members to meet three players per match! • Groups and schools can reserve the MUGA pitch for the first half and hour on matchday and take advantage of an exclusive ticket offer to experience a Manchester United women's team game with friends and family members. Find out more here.

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	• We have introduced street food vendors on stadium frontage at the Progress With Unity Stadium, which will be rotated throughout the season to provide choice and to expand the food and beverage offering for match going fans. We welcome fan feedback on the range and offering. • In addition, we are pleased to share a retail pop-up shop is now available for our women's team supporters pre-match at the Progress With Unity Stadium, located in the Legends Suite. New products will be added throughout the season. • Supporters can also request to reserve sensory packs, Sunflower lanyards for non-visible disabilities, braille and large font menus and audio commentary receivers on a match-by-match basis; please email accessibility@manutd.co.uk at least 48 hours before the fixture.
MU Foundation update	• It's been an incredibly busy few months for the Foundation with some exciting updates to report. • I have had time over the summer to get to know my staff and visit our projects and programmes in Greater Manchester, Carlisle, London, Northern Ireland and the Republic of Ireland. • To see the depth and reach of our delivery has been impressive and I am looking forward to helping the Foundation continue to grow in the months and years ahead. **Fundraising** **Foundation logo** • In September, we were delighted to announce that our logo would feature on the club's shirts in the UEFA Champions League. This is incredible exposure for the Foundation, and shows how invested the club is in supporting our community activity. Supporters who choose to replicate the players and have the logo printed on their own shirts will also be helping to provide vital funds for our work. **Fan fundraisers** • In the summer, we referenced some of the incredible fundraising efforts from supporters and we're delighted to say that this continues: • Our Family Stand representative David Field completed the Dingle marathon in Ireland, father and son season-ticket holders Shane and Hanson scaled England's highest mountain Scafell Pike, whilst Kim Kemp took part in a charity skydive, raising money for us in memory of her United-mad nephew, Lewis, who passed away in 2025. • In total, the four raised over £9,000. Another outstanding example illustrating what the work we do means to Manchester United fans, and we are so grateful that you continue to do such amazing things in aid of it.

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	DF shared positive feedback from the Manchester United Foundation celebration event and echoed incredible work taking place across Greater Manchester for young people. SP identified opportunities for supporters' club network to work more closely with Manchester United Foundation given the breadth of work in Ireland. **In memory giving** • Coming back to Kim, and her nephew Lewis, we marked Remember A Charity Week with a feature on this sad, yet inspiring story. • Lewis was a 27-year-old Red who sadly passed away in January 2025. Since then, his mum, dad, auntie and sister have shown incredible support for our work as a way of creating a legacy for Lewis at the club he loved so much: https://youtu.be/lxniuA8a06g?si=pGEm2pqdKJcqvg1l **Upcoming events** • For anyone inspired by these efforts, there are opportunities ahead for you to get involved. Our annual Old Trafford Sleep Out has become a fan favourite and will take place on Friday 20th November. It's an unforgettable evening, sleeping inside this famous ground alongside fellow fans and - as has been the case in recent years - a United legend or two. We also ensure guests leave with a greater understanding of how the Foundation supports young people made vulnerable through issues such as homelessness. • And for those who want a bigger challenge, there are places still available for our Everest Base Camp expedition alongside journalist and United We Stand editor, Andy Mitten, which will take place between 22 March - 1 April 2027. **Operations** • Our focus this season is ensuring that we continue to increase the work that we do. This makes the fundraising update just given all the more crucial, as it contributes to operational activity such as: • Our Holiday Activity and Food (HAF) summer programme. Working in partnership with Trafford Council and Salford council, the Foundation supported more than 100 young people a day throughout August. 1,500 participants attended and we were able to provide 1,840 free lunches. We pride ourselves on giving local young people a free-to-attend safe space to enjoy football with friends during the holidays. • A little further from home, over in Northern Ireland and the Republic of Ireland, we joined former player Darron Gibson in Derry-Londonderry and County Donegal, visiting two new partner schools, including his own former school St Columb's College. We have now worked in Derry-Londonderry for eight years, with Rosses Community School in Co. Donegal becoming our first partnership in the Republic of Ireland. We're proud of the impact of our outreach work there, operating a place- based approach and staying rooted

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	in these communities, which is making a huge difference to the lives of young people. • And lastly, it's really important that we not only build on the quantity and quality of our delivery programmes in areas of deprivation, but that we also support the wider community and our fan base. • With the support of the Premier League Fans Fund, the Foundation is now assisting the fan engagement team working on fan initiatives at the Progress With Unity Stadium in Leigh. Together we will provide women's team match day opportunities designed to help children improve their physical and mental wellbeing, confidence and self-esteem. **Looking ahead** • At the end of this month, we'll release our annual Impact Report. Last season, the Foundation worked with over 37,000 participants across Greater Manchester and beyond. Our report will celebrate the outcomes and achievements of the charity and most importantly give participants a voice and opportunity to describe their journey with the Foundation in their own words.
MUDSA	• Following our August AGM, the committee has been working to share responsibilities more evenly, streamline administration and improve communication with members. We are also introducing a new contact number and taking a more proactive approach to social media. • MUDSA is pleased to be working with Manchester United Foundation on the planning of the Inclusive Reds weekend, taking place around the Bournemouth fixture. Members are looking forward to the two-day event in the lead-up to Christmas. • Preparations are underway for our annual Christmas party, which remains one of the highlights of the MUDSA calendar. • We are also hoping to arrange a visit to Carrington for members, subject to arrangements being agreed. • MUDSA continues to represent members' interests, raise accessibility and ticketing concerns with the club, and work towards improving the matchday experience for disabled supporters.
Fan submitted questions	
• **Given the state of the club's finances, which is used to justify more conservative transfer business, how can the club fund a new stadium without further effecting investment in the squad?**	

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• Our new stadium is one of the most significant projects this club will undertake in the next 100 years. It will bring many benefits, including long-term financial benefits, that will bring greater revenues that can be invested on the pitch for decades to come. • We are open to different funding options for the stadium. Our engagement with potential investors has been very encouraging. We're having positive, detailed conversations with interested parties about the long-term opportunities this project presents. • It won't impact our plans or ambition to compete for and win major trophies in the short term.	
• **The recent financial results showed substantially rising revenue per matchday supporter, from £88 in 2024/5 to £106 in 2025/6. This represents a 20% average ticket price increase in one season. Can you break it down by supporter type – what was the % increase in income per supporter for each of ST holders; GA tickets; and hospitality tickets?** Whilst we will not answer the question in detail due it being commercially sensitive information, we do want to clarify some points: • The £88 to £106 calculation does not represent a 20% increase in average ticket prices. • Matchday revenue reported in the financial statements is a broader revenue category and includes income beyond men's first-team tickets. • This includes Official Membership, Stadium Tours, Conferences & Events, external events / stadium hire, catering, Women's and Academy matches (and many others). Dividing total revenue by men's first-team attendance therefore cannot produce an average men's ticket price.	
• **Please can you confirm whether the players are directed to interact with fans in hospitality and to ignore other fans when arriving at the stadium pre match?** • There has never been nor never will be a directive for players not to interact with fans. Our players and staff spend considerable time with fans for photos and signing autographs post-game and we know how much fans appreciate this. The video we think this question refers to did not show the full picture nor was it an accurate reflection of the interaction between players and fans.	
• **Manchester City has been convicted of industrial scale cheating; the Chief Executive of our club held a senior role at Manchester City during the same period. Whilst no allegations have been made against him, has the club undertaken any due diligence in response to the ongoing investigation?** • The club confirmed that nobody at Manchester United was named in or asked to participate in the proceedings of the Disciplinary Commission regarding Manchester City, and that it would not be appropriate to comment further on an ongoing legal matter.	
• **Apart from a name plaque on a seat what benefits do platinum season ticket holders receive? If I remember correctly when the tier system of season tickets was introduced it**	

Topic	Topic Notes
	said that platinum season ticket holders would also get invites to exclusive events etc. Loyalty is clearly not rewarded in anyway despite some of these holders having tickets for 60+ years or some instances 85% + of their lives. We see members, supporters clubs get special events yet we get nothing. I do appreciate we are more fortunate than those as we do get a ticket for every game but some recognition would go a long way. It's not even as if having a platinum season ticket helps with aways or euro aways, we are classed with all other supporters. • Rewarding loyalty is something we are regularly looking at and reviewing. Any benefit available to members is also available to season ticket holders too. We will continue to identify suitable ways of recognising and rewarding our longest ticket holders as we greatly appreciate their dedication to following the club.
Stadium operations	• **Will the club consider installing portaloos outside the stadium? Often with long queues to get inside to use a toilet, outside loos would be a great reassurance for many supporters who are nervous about this matter.** • We currently have 18 portaloos deployed around the wider stadium footprint for supporters, these are located across our car parks: 6 on North car park, 6 on north side of E2 car park and 6 at south side of E2 car park. • **We have been upgrading the concourses around the stadium during the off season but what about all the toilets at the stadium. They are outdated still in the 90's... every toilet facility needs a big upgrade from the toilets to the wash basins and the whole general look. All we do is paint the breeze block walls to give it a fresh look. How poor is that. I go to watch Lancashire cricket and the toilet facilities there are second to none very modern indeed in every way. I've been coming to watch Utd for over 30 years and the toilets haven't really changed at all. I've done many stadium tours too and we have fans from clubs like Real Madrid and Bayern Munich on the tours too what must they be thinking when they see poor outdated toilets under the East Stand which are open on non match days. Come on Utd upgrade all the toilet facilities at Old Trafford. Do a proper upgrade and no cutting corners. Go to Emirates Old Trafford and have a look at there toilet facilities and get some ideas. We can upgrade the executive facilities but nothing much for us normal supporters.** • We will review existing facilities and welcome feedback or specific concerns from supporters. • **Has the club noticed any improvements in overcrowding in the concourse due to the recent kiosk updates and is there plans to make further changes around the stadium?** • We review crowd flow for every game and have seen an uptake in usage of our new concourse facilities such as the BRISK frictionless kiosk allowing fans to grab & go products. We are reviewing options to expand the product range within this type of kiosk without compromising the fan experience.

Topic	Topic Notes
Website and app	

- **I subscribe to MUTV via Sky and since the transfer to new App I cannot watch MUTV live. I have been emailing the digital team for weeks and sent all info asked for but still not resolved. I know someone who subscribes to MUTV directly and he has also list his access to live content since change to new App. Apart from an obvious fault with MUTV the new App is really poor with less information than previous app and much harder to navigate. The scores and times for kick off in fixtures section are too large a font to fit in space and just looks amateurish. There is no squad list for U21 or U18. You cannot select a season on the results section. It needs an index page. Improvements required ….but most importantly if we are paying for access to MUTV live then we should be able to watch it. Could you please raise this issue at the next forum**
- We're sorry you've been unable to access MUTV live and we will follow up as a priority to investigate this and resolve it as soon as possible. The previous app and website were built on ageing technology, which made improvements increasingly difficult and meant too much development time was spent fixing problems. Moving to a new platform was a substantial undertaking, but a necessary investment in improving the service over time.
- With the core platform now in place, we are making continuous improvements, including a redesigned fixtures and results section, with fixes to font sizing – particularly for devices using larger text settings – and improvements to search and navigation to help fans find content and information. Your points about Under-21 and Under-18 squad information, access to previous seasons' results and clearer navigation are useful feedback for that work. We encourage sharing suggestions through the feedback options in app settings and on the website. This helps us identify problems and prioritise improvements.

- **What user testing was done before introducing the new website and app? The schedule for MUTV has been removed, making it more difficult to see what is upcoming. It is more difficult to find important info (the fixture list isn't obvious on the website, I couldn't find the fans forum on the app at all!)**
- We carried out detailed user research, testing and usage of key features before launching the new website and app, and we continue to gather feedback and listen to fans to improve the experience. Testing helps inform our decisions, but it does not mean we get everything right. Your examples show where finding information needs to be easier.
- For MUTV, we changed the way programming is presented to reflect fans' focus on the major live moments throughout the week, and the growth in on-demand viewing. The "On Now" sections on the website and app highlight upcoming live coverage and new programming, while the wider MUTV library provides access to programmes on demand.
- We are also improving search, with an update due to launch soon, to make content and information easier to find. Alongside this, we are reviewing navigation and the visibility of key sections, including fixtures. The difficulty you experienced finding Fans' Forum information is a useful example of something we need to address and will include in our consideration for future updates.

Topic	Topic Notes
	• **Given the in-person commitments and time required for the FAB which means generally those in higher managerial positions are more able to commit to, how are you ensuring that there is representation for the fanbase across class, specifically? With ever more issues moving to the FAB, which lacks the transparency of the FF, there is concern that fans do not know what a small number of handpicked individuals (not publicly shared with fanbase) are consulted on and influencing decisions on, particularly when these are in relation to the costs of going to football which more acutely impact lower classes, who make great sacrifices to follow their team. Clearly, representation across protected characteristics is ever more important in these instances, so how does the club ensure working class views are well represented and able to shape decision making processes?** • We recognise the importance of ensuring the Fan Advisory Board (FAB) reflects the breadth of our fanbase, including supporters from different socioeconomic backgrounds, ages, locations and lived experiences. Appointments to the FAB are made on the basis of an individual's ability to represent supporters effectively, contribute constructively to strategic discussion and commit to the responsibilities of the role. We do not appoint members based on social class or profession. Our current fan representatives come from a wide variety of backgrounds, occupations and personal circumstances, bringing different perspectives and experiences to the table. • We also recognise that time commitments can create barriers to participation for some supporters. That is why we continually review how we engage with fans and look for ways to ensure a diverse range of voices can inform our thinking beyond the formal membership of the FAB itself, including via this Forum, working groups, our MUSC network and beyond. • The FAB is one part of a wider fan engagement framework and provides an opportunity for detailed discussion on issues that matter to supporters, including areas such as match-going experience and the affordability of attending football. Members represent the interests of supporters rather than personal viewpoints, and the club values the different perspectives that come from a membership drawn from a broad range of backgrounds and professions. • We remain committed to ensuring supporter feedback helps shape decision-making and to maintaining a fan engagement structure that is representative, inclusive and capable of reflecting the views of our diverse supporter base. And we continue to discuss with FAB how to effectively communicate their work and to share what we can, despite a lot of the conversations being (rightly) of a confidential nature.
Accessibility	• **Many Stretford End wheelchair users have complained that their view is impaired this season due to 'something' that has changed with the non-disabled supporters configuration immediately in front of them. We now have reports that some disabled people are being contacted and offered to relocate as well as discounts being offered.** • **Is this intended as a short term solution?** • **If so, what is the long-term solution?** • **And what has changed to cause this problem?**

Topic	Topic Notes
	• We have received a small number of complaints regarding unsatisfactory views from wheelchair users in the Stretford End Tier 2 this season. We have carried out a full review and can confirm the platform meets all relevant guidance and legislation. However, we understand the impact of not being able to see all the action can have on supporters. We have therefore reached out and contacted all season ticket holders in this area to discuss their experience and to look at solutions. The vast majority reported no issues or concerns. For the few that did all were offered the chance to relocate to another accessibility platform or if they wished to stay (which they all did chose to do) to receive a partial refund to reflect the situation. All future match by match tickets will receive a 25% discount as way of acknowledging the slightly impacted view in this area.
European Away	• **I wondered if you'd be able to raise at the next fans forum the following 3 issues regarding UEFA away games: 1) could tickets be for season ticket holders only? - with them being in such short supply (5%) like with league games - with season ticket holders spending the most money then they should be given exclusive priority 2) Could the club lobby UEFA to raise the 5% allocation to 10% 3) like with premier league aways - could the club lobby for a cap in away prices For CL €35 For EL €30 For conference league €25** • There are no plans for us to make or request any of these changes. There is already a price cap in place for away tickets in European competitions of EUR 50 for CL and EUR 35 for Europa League and EUR 20 for Conference league.
Ticketing	• **Given recent events and there being a substantial period since this last happened, would the club consider a name change amnesty on season tickets? Particularly where there is evidence of its current use indicates the ticket is being used properly but a name change would be beneficial, such as consistently forwarding to another individual using proper channels.** • The club has run advertised season ticket amnesties periodically, including ahead of the 2023/24 and 2024/25 seasons. During the renewal period for 2025/26 Season Tickets, all fans were required to complete an ID check before they could renew and this process triggered name change requests from fans who could not complete the ID check as they were not the named ticket holder. • We therefore asked fans to contact us by 31 March to request a name change. This was not a full/open amnesty, but more to acknowledge and mop up people who have been paying for tickets held in historical names due to an unqualified fear of being honest with us in the past. • Given this comprehensive ID check process took place only last year, and name changes have frequently been accommodated before this, there are no plans to operate another amnesty in the short-term.

Topic	Topic Notes

- **Why was it previously permitted, without any objection or argument, to transfer a Season Ticket to another official Manchester United member just over two years ago, yet this now appears to be considered unacceptable? Under Manchester United's current Season Ticket Terms & Conditions, what specific criteria must be met for a Season Ticket holder to transfer their ticket to another official Manchester United member? 'Season Tickets are personal to Ticket Holders, are not transferable and shall not be transferred or re-sold under any circumstances, save: (i) where expressly permitted by the Club in its absolute discretion; or (ii) via any ticket exchange system operated by or on behalf of the Club.' ? I would also like clarification on whether the relevant Terms & Conditions have changed since the transfer was permitted two years ago, and, if so, what those changes are?**
- Season Ticket holders can forward their tickets to other fans if they cannot attend a game, and we encourage this in our communications. The terms referenced within this question acknowledge that this can be done when permitted by the club.

- **Would there be a possibility of considering a specific youth allocation for away games in the same way other clubs with high demand for away tickets such as Liverpool do ?**
- We will not make any changes to the way away game tickets are allocated without discussion with this forum.

- **Can you share any further details on the recent actions against members that has led to restrictions being put on member accounts?**
- We undertake a variety of checks on match tickets which are required from a security perspective. These range from very technical website data to more operational information received directly from fans on matchdays. In the vast majority of cases, where a member is contacted and asked for any additional information to support an investigation they do not reply, which is a result of fake accounts being created and used by touts to forward tickets.
- Where a member replies and provides information which explains any unusual activity, a sanction or restriction will only be applied if this does not match up with unauthorised activity that has been observed.

- **In your job spec for the new Escalation Officer it states The emphasis seems to be solely on AI and technology which has been shown to be flawed this summer. How about some "old school" investigation, like going online and on the streets and actually catching touts red-handed. Easy to do, less prone to make errors, produces incontrovertible evidence *and* wholeheartedly supported by the fanbase.**
- With the move to secure digital ticketing, touts no longer sell tickets for cash on the streets like they used to. Organised ticket touting and ticket misuse primarily operates online, as we saw through our work over the summer which surprised even us in terms of the range and extent of unauthorised and in some cases illegal activity.
- We continue with 'on the ground' efforts to tackle ticket touting, conducted by a dedicated member of our team. This new role is being recruited to add an additional layer of investigation, broaden our reach and improve our fan communications.

- **Have the club managed to get even a single tout prosecuted over the last 5 years? If they have, this info is in the public domain so they *cannot* hide behind Data Protection law. Our "friends" up the East Lancs have done this, why haven't we?**

Topic	Topic Notes
	• We do not prioritise prosecution as part of our work to tackle ticket touting, as it requires buy-in from other authorities. However, given recent high-profile cases at other clubs, a meeting is scheduled for some of those relevant authorities next month. • **I may have missed it but have we had clarity from the club regarding sanctionable ticket actions/practices?** • This is available at manutd.com/clubsanctions. • **What is happening to the cancelled season tickets? The club have said they will go back to the waiting list, when will this happen and can it be communicated clearly with full data evidence around numbers.** • The sales process has already commenced. We were asked by independent / external representation to delay the resale of seats until supporters had had the opportunity to contact the IFO. Whilst they will always hear someone's case, they advertise a 6-week window from the point of sanction. • **Can the club agree that cup payments on a Friday afternoon, which many have had issues with payment, the link to pay not accepting bank cards either and the only potential way to sort it being to log directly onto the website and paying via reservations, when issuing a "you have 48 hours to pay" notice, is ill advised, given the ticket office is closed when the payments were applied for from the bank accounts and rendering it impossible for someone to get assistance on this? Can you ensure a process is out in place that takes this potentially harmful outcome of missing games/losing away eligibility out of the realms of chance and into the realms of appropriate, sufficient and satisfactory "customer service"** • Cup payments for our home games against Sabah and Brighton were processed on a Friday due to the tight timescales – the Sabah game being played only two weeks after the draw. Several email and SMS reminders were sent to fans before ticket reservations were cancelled the following week.
	• **Car parking charges increasing to £18 is absolutely ridiculous. Up until a few years ago it was £12 which was just about right. To go up from £14 and now £18 is crazy. We as supporters are already paying ridiculous ticket prices and now this. This definitely needs looking at…milking fans for every penny.** • We always aim to keep car parking prices competitive, and they increased by £1 this summer vs. last season. We will continue to review our prices each season and take on board any feedback from fan reps as part of this process.
Manchester United Women's Team	• **Compared with Arsenal, Chelsea, Man City and London City Lionesses the marketing of the woman's team on match days is very poor, will this be improved to create a better match day experience and increase attendances.**

Topic	Topic Notes
	• Our marketing team works hard to deliver engaging content for all our broad range of teams and products. Regarding the women's team specifically, our paid social media reach has grown significantly as we aim to broaden our reach to fans we believe are most likely to want to come and join us at the Progress with Unity stadium for home games. We are running a number of local initiatives to target women's football fans and families with the ambition of building a community of Manchester United Women supporters for the long term. • **Might be a long winded one here but what is the plans to increase women's attendance at Old Trafford on the odd occasion they play there. I fully understand why Leigh suffers with a lower attendance but the attendance at Old Trafford is getting quite frankly embarrassing. For the Quarter Final v Bayern Munich there was only 7,513 there which was a disgrace. What are the club planning on doing to improve this. Also is there the possibility of the club moving away from Leigh at any stage** • Our game against Bayern Munich attracted a smaller crowd, which was expected due to it being a mid-week winter game. Our game against Manchester City achieved a higher crowd which we were pleased with. We are looking forward to hosting Arsenal's women's team at Old Trafford at the end of the season, and hope to get another large crowd. Our attendances at Leigh so far this season are some way above the league-wide non-main stadia average, and we will continue to work on maintaining good attendance figures. • **With Manchester United planning the regeneration of the Old Trafford site and a new stadium, will the club formally assess the feasibility of including a purpose-built permanent stadium for Manchester United Women within the wider stadium district?** • We are currently contracted to play matches at the Progress With Unity Stadium, Leigh Sports Village and we will always put football first when we review our long-term plans to give us the best chance of challenging for and winning major trophies.