

**Manchester United
Fans' Forum Agenda
Monday 17 March 2025**

Forum Members Present

Luca Black	Under-21 Season Ticket Holder Rep
Su Buckley	Season Ticket Holder Rep
Rick Clement	MUDSA Rep
Keith Coutts	Over-65 Rep
David Field	Family Stand Rep
Alex Hardman	United Member Rep
Deborah Henry (Virtual)	Women's Team Rep
Dips Jandu	Season Ticket Holder Rep
Carly Lyes	Local Resident Rep
Fiona Lynch (Virtual)	UK United Member Rep
John Massey (Virtual)	Executive Club Rep
John-Paul Monck (Virtual)	Overseas United Member Rep
Stephen Pember (Virtual)	UK MUSC Rep
Eric 'Naj' Najib (Virtual)	Rainbow Devils Rep
Demetris Nathanael (Virtual)	Overseas MUSC Rep
Zeeshan Qumer	Under-21 Rep
Chris Rumfitt (Virtual)	MUST Rep

Club and Foundation Officials Present

Collette Roche	Chief Operating Officer
Jim Liggett	Operations & Maintenance Director
Rick McGagh	Director of Fan Engagement
Sam Kelleher	Director of Supporter Services
John Shiels	MU Foundation Chief Executive Officer
Toby Craig	Chief Communications Officer
Andrew Ward	Director of Media Relations & Public Affairs
Nicola Wellington	Fan Engagement Manager

Agenda

- 13:00: Arrival and lunch
- 13:30: Introduction and stadium update
- 13:45: Season Ticket renewals
- 14:20: European away collections
- 14:35: Rangers
- 15:00: Fan Engagement and other club updates
- 15:10: Q&A and AOB
- 15:30: Close

Topic	Topic Notes
Apologies	<ul style="list-style-type: none"> <li data-bbox="411 141 943 174">• Zygmunt Baranski, Duncan Drasdo
Minutes of last meeting	<ul style="list-style-type: none"> <li data-bbox="411 241 1476 309">• The minutes of the December meeting were circulated, approved by reps, and published on the club website. <li data-bbox="411 320 1398 427">• The next meeting is due to take place in June and information about deadlines for question submission will be advertised on our website manutd.com/fans.
Club update	<p data-bbox="363 517 1469 591">Welcome to our third forum of the 24/25 season. Let's get started with our usual overview of what's been happening on and off the pitch since we last met.</p> <p data-bbox="363 640 520 674">FOOTBALL</p> <ul style="list-style-type: none"> <li data-bbox="411 730 1417 837">• For the men's first team it has continued to be a difficult season, with results in the Premier League well below the levels we all expect of Manchester United. <li data-bbox="411 898 1476 1050">• However, there have been some encouraging signs of improvement in recent weeks including a good result at Leicester last night, and of course we are through to the quarter-finals of the Europa League, which keeps the season very much alive. <li data-bbox="411 1111 1449 1263">• We know Ruben and the players want to get all the way to Bilbao in May, and bring the trophy home, but at the same time we all understand the long-term aim is to get back to competing for Premier League and Champions League titles. <li data-bbox="411 1323 1437 1431">• That is our number one strategic aim as a club, so we're balancing support for Ruben in trying to finish this season as strongly as possible, with work towards those long-term objectives. <li data-bbox="411 1491 1430 1559">• That means putting in place the right people and structures to improve recruitment and performance. <li data-bbox="411 1619 1390 1686">• We think we are making progress in doing that, and the proof will be results over the long-term. <li data-bbox="411 1747 1425 1814">• On the women's side, it's a brighter picture this season, with the team third in the WSL and into the semi-finals of the FA Cup. <li data-bbox="411 1874 1485 1982">• Credit to Marc and the players for their performances so far, and hopefully they keep them going and finish the season with some silverware and Champions League qualification.

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	<ul style="list-style-type: none"> • As with the men's team, our long-term objective is to be competing for WSL titles, and we feel we're progressing towards that goal with the hungry, young squad we're building. <p>CLUB TRANSFORMATION</p> <ul style="list-style-type: none"> • Achieving our objectives for all our teams requires investment, and that's why we have been putting so much focus on controlling costs and increasing efficiency across the club... • ...because that way we can maximise the funds available for investment in top-class players and facilities at Carrington. • Unfortunately, we are planning a further round of redundancies as part of that process and it will be very difficult saying goodbye to the colleagues affected. • However, we truly believe that at the end of the process we will have a leaner, more agile organisation, with a more sustainable financial base... • ...and that will leave us better equipped to deliver the success we all want to see on the pitch. <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • We also need to invest in our infrastructure to keep our facilities up to the highest standards for our players, staff and fans. • We're already doing that at Carrington, with the £50m modernisation on track for completion this summer, as scheduled. • And, as you heard last week, we have made some big strides forward in our Old Trafford regeneration project, with the club setting out its ambition to develop a new 100,000 stadium as part of a wider development of the area. • We appreciate that some of you may have mixed emotions because of all the great memories we have of Old Trafford, but we firmly believe our stadium must reflect the stature and ambition of the football club – and that means it must be one of the best in the world. • With this in mind, last year we formed a Task Force led by Lord Coe to explore options for the development of a world-class stadium and regeneration of the surrounding area.

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	<ul style="list-style-type: none"> • A year later and we have secured local and central government backing for the project, reflecting the major economic and social benefits it will deliver. • The Task Force concluded that a new stadium would deliver greater benefits for fans and the community than redevelopment of the existing stadium, and the club agreed. • You've seen the conceptual designs, and the next step is to embark on more detailed planning work, together with the coalition of stakeholders whose support we will need to make those designs a reality. • We want to bring fans along with us on the journey, so there will be lots more consultation with this and other fan bodies to ensure that we end up with a stadium fans are proud of, with the best atmosphere and matchday experience in football. <p><i>Fan reps asked the club to clarify what the future of Old Trafford will look like and how a new stadium will be funded and what that means for ticket prices, as affordability was a primary concern amongst fans.</i></p> <p><i>The club advised that, whilst it is not expected that the existing stadium will be retained in its entirety, fans will be consulted around preservation of key features and artefacts from the site. The club advised that no decision has been made with regards to funding the stadium and all options are on the table (including naming rights). The club is excited by the ambition and scale of the project and what this can deliver for fans and is committed to working in tandem with the Fans' Advisory Board, to ensure affordability for fans remains a priority.</i></p> <p><i>Fan reps asked for a clarity on expected timescales, citing five-to-six years as an ambitious target and potential for delays during the planning process. The club clarified that the target of five-to-six years was in reference to the stadium site, and not regeneration of the wider regeneration masterplan, citing Wembley as an example of phased regeneration. The club outlined innovations in construction processes that will help to accelerate the stadium build including prefabrication. Over the next six months the club will commence work with the Mayoral Development Corporation around structured governance requirements, capabilities and costing. Fan reps relayed negative sentiment towards a new stadium from some fans, particularly younger fans. The club committed to bringing fans on the stadium journey via engagement and consultation pathways and providing regular opportunities for supporter feedback.</i></p> <p><i>Reps asked for clarification around the context for publicised figures regarding housing (17,000) and if job creation will meet Greater Manchester living wage. The club advised published figures are indicative of regeneration requirements outlined by local authorities. The club highlighted the scope of opportunity for job creation within the local community and universities and acknowledged the Greater Manchester living wage.</i></p>

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	<p data-bbox="360 159 1465 400"><i>Reps asked if there could be an opportunity to re-poll season ticket holders with a simple ‘yes/no’ question about moving to a new ground. In a recent youth supporters’ club survey, 93% didn’t want a new stadium; and 100% wanted a yes/no poll regarding if they want a new stadium or not. The club stated that fan consultation will continue throughout the process but that a decision has been made to focus our efforts on a new stadium.</i></p> <p data-bbox="360 450 523 483">TICKETING</p> <ul data-bbox="411 539 1477 2002" style="list-style-type: none"> <li data-bbox="411 539 1398 651">• We understand the concerns that exist around ticket pricing, both in relation to a future new stadium and in the immediate-term at Old Trafford. <li data-bbox="411 707 1461 819">• So, let us state clearly that we are committed to finding the right balance between generating revenues to reinvest in football, and ensuring that ticket prices remain at affordable levels for fans. <li data-bbox="411 875 1474 987">• Ultimately, we want every seat to be filled with passionate fans serving as the 12th man or women for the team; and we can only achieve that if tickets are priced reasonably. <li data-bbox="411 1043 1477 1200">• To that end, we have held extensive consultations with our Fans’ Advisory Board (FAB) over the past several weeks, and we are pleased to announce that all under-16 season ticket prices are being frozen for the upcoming season. <li data-bbox="411 1256 1465 1368">• Season tickets for fans over the age of 16 will increase by 5% (rounded to the nearest £) which is around £2.50 per game on average. This is consistent with the increases for the previous two seasons. <li data-bbox="411 1424 1458 1536">• We understand that any price rise, especially during a period of underperformance on the pitch, is unwelcome and we listened carefully to the strong arguments put forward by FAB in favour of a price freeze. <li data-bbox="411 1592 1474 1671">• However, we cannot keep prices the same with operating costs rising and the club losing money year on year. <li data-bbox="411 1727 1449 1805">• In addition to season ticket pricing, we will also be making the following changes: <li data-bbox="411 1850 1471 2002">• 1) Introduction of game categorisation for match-by-match tickets. A list of prices for each section of the ground for Category A, B, C and D games and a list of which games are in each category will be published when the 25/26 fixtures are released in June.

Topic	Topic Notes
	<ul style="list-style-type: none"> • 2) Where fans wish to sell their ticket back to the club at late notice (within 14 days of the game) there will be a fee of £10 applied. There is no fee for reselling prior to 14 days and the forwarding and donating to the MU Foundation options will remain in place with no charges. This change is intended to encourage earlier re-listing of tickets, giving Members more opportunity to access tickets. • 3) Minimum usage of a season ticket (which includes forwarding, donating to MU Foundation or reselling to the club) will increase by one game to a minimum of 16/19 Premier League games (as communicated last season). • 4) The age at which our 'senior' discount (25% off) is applied will now track the state pension age. This is currently 66 years old. • 5) All fans aged 66 or over will now receive a 25% off discount (including those who previously received a 50% discount). • 6) A number of general admission tickets directly adjacent to the home and away dugouts will be converted to hospitality seats. We recognise the disruption and inconvenience this will have on those fans who currently sit there and we will be contacting them individually to ensure a suitable alternative seat is found. • 7) Car parking prices will increase by 15%. • 8) Executive Club prices will remain as for the 24/25 season but the discount for us playing in Europa League or not playing in European competitions will be removed. • We will communicate all this information this evening and season ticket and executive club holders will receive an email shortly after detailing their individual renewal price. • The deadline to renew for existing season ticket holders and Executive Club members is 6pm on 16 May 2025. • Finally, we would like to place on record our thanks for the professional way our FAB approached this consultation and the confidentiality they operated within. This is a great example of why effective fan engagement works and is something we are committed to continuing with our appointed fan representatives. • We know that fans are the lifeblood of Manchester United, and we need to preserve the strong bond between fans and the club through this challenging period.

Topic	Topic Notes
	<ul style="list-style-type: none"> <li data-bbox="411 125 1481 237">• We ask fans to trust us as we make some difficult but necessary decisions that will help create the conditions for long-term success on the pitch, and a better experience for fans in the stands. <p data-bbox="363 286 1469 360"><i>Fan reps placed on record thanks to the Fans' Advisory Board and to the club for protecting under-16s. The club echoed this view.</i></p> <p data-bbox="363 416 1458 611"><i>Fan reps requested further detail regarding match categorisation, including pricing strategy and urged the club to consider how younger members may be affected. The club confirmed pricing and match categorisation will be communicated to supporters upon receipt of the confirmed fixture list for 25/26 season and in consultation with the Fans' Advisory Board.</i></p> <p data-bbox="363 667 1481 943"><i>Reps asked if there were any other changes to what constituted 'ticket usage' in addition to the £10 fee for late listing for resale. The club confirmed that season ticket holders can still forward to other members, donate to the MUF and list for resale in the same way. Reps asked for clarity around charges to forward to a non-member and the club confirmed there is no charge to forward a ticket to an official member; the price difference will be charged to the season ticket holder if forwarding to a non-member.</i></p> <p data-bbox="363 999 1481 1570"><i>Fan reps urged the club to consider a tapering relief (staggered implementation) for over-65s who are now facing an additional cos/reduced discount and requested clarity around under-16 pricing. The club confirmed the under-16 price freeze applies to season ticket holders only. Junior members will receive a 50% reduction on match-by-match tickets. The club acknowledged increased costs for a number of over-65s and the impact this would have on them. It stated that the large and growing number of senior fans meant this change needed to be made. The club stated its desire to have parity across the discount offered to all senior fans and not to have a two-tiered system where a 66 year old and a 70 year old who sit next to each other pay different prices. The club reiterated there are no plans to remove concessions and that we are committed to discounting tickets for our oldest and youngest fans. Fan reps volunteered to work with the club around initiatives for fan groups, particularly memberships for 16-18 supporters.</i></p> <p data-bbox="363 1626 1485 1861"><i>Reps asked the club to reconsider increased parking charges for disabled supporters, given the need to access the stadium and formerly no charge for parking. The referred to a combined agreement with MUDSA, HRC and Level Playing Field to ensure parity between all fans (abled and disabled). The parity comes from the facilities available to disabled supporters, which are amongst the best in European football.</i></p> <p data-bbox="363 1917 1481 2107"><i>Fan reps were not consulted with regards to the increased minimum season ticket usage requirement next season to 16 out of 19 games and requested context via terms of reference of the forum. The club confirmed this decision was tied into season ticket pricing and made in consultation with the Fan Advisory Board and therefore no direct consultation on minimum usage was made with</i></p>

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	<p><i>the Fans' Forum. The club agreed to share data to help reps contextualise the decision and to help encourage season ticket holders to use their tickets at fixtures via official channels.</i></p> <p><i>Fan reps asked if forwarding and donation options will remain available to season ticket holders given the levy to list tickets for resale within 14 days of the fixture. The club confirmed the measures remain in place and that the introduction of a late listing fee is to encourage a change in behaviour; early resale ensures a full refund for supporters and gives our members the maximum amount of time to plan a trip.</i></p> <p><i>Fan reps asked if the 250 youth season tickets located in the Stretford End will be topped up to the full 500 as originally promised by the club for the 25/26 season. The club relayed this is dependent on season ticket renewals and relocations over the summer.</i></p> <p><i>The club reiterated the point that as ticket pricing was a strategic matter it was discussed and consulted on with the FAB as opposed to the Fans' Forum.</i></p>
<p>Ticketing Q&A</p>	<p>Over-65 tickets</p> <ul style="list-style-type: none"> <p>• How many OAPs had the 50% discount this season and are therefore impacted by the change? And how many had the 25% discount?</p> <p>All fans entering the senior age category have received a 25% discount since the 22/23 season. Thousands are still receiving the historic 50%, creating an inequality whereby some fans are receiving twice as big a discount as others in the same age category (potentially sitting next to each other). This change means that all fans above the state pension age are receiving the same discount, which we think is the fairest approach.</p> <p>• What assessment have you made of the number of OAPs that will not be able to renew on grounds of cost?</p> <p>With a growing proportion of our season ticket-holder base within the senior category, it was not equitable, justifiable or sustainable to preserve a 50% discount. Our focus has been on ensuring affordability for the next generation of fans through our price freeze on U16 season tickets, while taking a fair approach with other concessions. Our 25% senior discount is broadly consistent with most other PL clubs, and unlike some, we do not limit the number of concessions or areas of the ground where they are available. While we understand and regret the disappointment for those seniors currently receiving the higher discount, we believe this change is the best way to preserve concessionary prices for all senior fans.</p> <p>• Did the club consider the option to phase in the reduction in OAPs discount over 2-3 years? Why was this not done to smooth the impact, and would you consider this now as a way to implement the change?</p>

Topic	Topic Notes
	<p>We did consider phasing in the change, but felt that, having given existing recipients an additional two seasons at the 50% level, and with growing numbers of fans receiving the 25% discount, it was no longer sustainable nor fair to continue with a two-tier system for the same age group. The changes to senior concessions were part of a package of measures designed to be fair and balanced for all fans when viewed in their totality, while contributing to the club's need for increased revenues. Had we kept the 50% discount, or phased in the reduction, it would have meant higher price increases for other groups to make up the lost revenues.</p> <p>ID checks</p> <ul style="list-style-type: none"> <p>Will the club store the personal data it acquires when doing ID checks?</p> <p>ID checks are being introduced as part of the club's efforts to eliminate ticket touting and ensure that tickets are being sold to genuine Manchester United fans. Images uploaded as part of these checks will be used for this purpose only and will not be retained for use in the future. The company completing the ID checks will retain the images for a period of 12 months before they are deleted. You can view Manchester United's privacy policy at manutd.com/privacy and GBG's privacy policy here.</p> <p>If people do not have a photo ID how does this work?</p> <p>We will accept a wide range of government-issued identification documents from around the world as valid proof of identity. These include, but are not limited to; passports, driving licenses, national ID cards, visas, proof-of-age cards, CitizenCards and military ID cards. Please ensure that your identification is valid and officially issued by the relevant authority in your country of origin to avoid any inconvenience.</p> <p>If your child doesn't have photo ID you can visit Supporter Services with your child's original birth certificate and some valid photo ID for you as one of the parents. Our office is open 9am-5pm Monday-Friday and from 5 hours until 2 hours before kick-off on weekend match days.</p> <p>What happens with children and teens (those under the age of 16/18)?</p> <p>If your child doesn't have photo ID you can visit Supporter Services with your child's original birth certificate and some valid photo ID for you as one of the parents. Our office is open 9am-5pm Monday-Friday and from 5 hours until 2 hours before kick-off on weekend match days.</p> <p>Relocations</p> <ul style="list-style-type: none"> <p>How many seats in South Stand are being relocated?</p> <p>A total of 600 seats will be affected. About 50 of these are the result of required changes to the dugouts to meet competition rule changes.</p>

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	<ul style="list-style-type: none"> <li data-bbox="411 125 1398 159">• What criteria was used when deciding who should be relocated? <p data-bbox="459 203 1453 349">The criteria was proximity to the dugouts. We believe these seats have a unique value, allowing us to generate significant new revenues which, in turn, help us to limit the increase in Season Ticket and other General Admission prices.</p> <ul style="list-style-type: none"> <li data-bbox="411 398 1461 506">• Will there be a commensurate reduction in hospitality seats elsewhere or is there a net additional increase in hospitality seating? If so, by how much? <p data-bbox="459 551 1461 622">These will be additional, offsetting the reduction which resulted from the removal of hospitality seating from the Stretford End last summer.</p> <p data-bbox="363 667 675 701">Match categorisation</p> <ul style="list-style-type: none"> <li data-bbox="411 745 1114 779">• How many matches will be in each category? <p data-bbox="459 824 1477 1048">Categorisation of match-by-match tickets aligns us with many other Premier League clubs in reflecting that tickets for some games are much more highly sought after and valuable than others. We will retain concessions for these tickets when on sale. The details of pricing and which games will be in which category have not yet been decided, but will be announced ahead of the Premier League fixture release date in June.</p> <ul style="list-style-type: none"> <li data-bbox="411 1093 1313 1126">• What are the price changes which relate to each category? <p data-bbox="459 1171 595 1205">As above.</p> <ul style="list-style-type: none"> <li data-bbox="411 1249 1477 1317">• Will match categorisation apply only to Premier League games or also to cup games? If it does apply to cup games, how will this be decided? <p data-bbox="459 1361 595 1395">As above.</p> <ul style="list-style-type: none"> <li data-bbox="411 1440 1449 1507">• How many Members purchase more than 5 games a season and will therefore be disproportionately affected by this change? <p data-bbox="459 1552 1485 1664">We will answer this question at the next Fans' Forum (once all games have been played this season), and we have confirmed plans, i.e. which matches will be categorised at which band, and what each band costs.</p> <p data-bbox="363 1709 722 1742">Amnesty/name changes</p> <ul style="list-style-type: none"> <li data-bbox="411 1787 1409 1899">• Under what circumstances will a season ticket name change be allowed and will season tickets revert to Red tickets after a name change? <p data-bbox="459 1944 1477 2089">Where the ticket in question has been paid for and consistently used by another fan over an extended period, we will allow the name to be updated to reflect this (subject to evidence being produced). This must be done by 6pm Monday 31 March. Any tickets where the name is updated</p>

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	<p>will revert to Red level, unless proof of payment for a 3 year period can be provided.</p> <ul style="list-style-type: none"> • Will a ticket subject to name change retain their Euro credits and/or loyalty pot status? <p>Yes, for European away games, credits remain on the account of the new ticket holder. For domestic away games no, any ticket that has the name updated will revert to a Red season ticket level.</p> <p>Executive tickets</p> <ul style="list-style-type: none"> • There are varying reports about the price changes for executive tickets. Please confirm what price increase relates to Executive tickets next season? <p>All executive club members have received an email with their individual renewal price. As stated on Monday, we have removed the discount executive club members used to receive should the club not qualify for European competitions or compete in the Europa League. Therefore, if we do not qualify for Europe a 15% increase will effectively be charged.</p> <p>Other</p> <ul style="list-style-type: none"> • For each season ticket holder that does not renew, will that ST be sold onto the waiting list on a 1-for-1 basis? That is, will there be the same number of season tickets next year as this? <p>We do not make any decision regarding new season tickets until we can reasonably estimate the churn rate. Our priority will be to accommodate people who held a Cup Season Ticket this season.</p> <ul style="list-style-type: none"> • When the decision was made not to introduce the 17/19 requirement a year ago, it was stated that any future increase would only be made following a review of the usage data of the previous season. What is the data which supports the minimum usage being increased now? <p>This Data was shared with the Fans' Advisory Board, and shows that the range of options available for fans to repurpose tickets has significantly improved attendance rates at games, supporting our objective to keep every seat filled for every game. An average of 40% of Season Ticket holders now repurpose their ticket each game – over 20,000 tickets per match. This is helping fill seats that might otherwise be left empty and increasing the volume of tickets available for Official Members to purchase. However, there are still significant numbers of seats left empty by Season Ticket-holders each game and we want to continue to reduce these. We communicated two years ago that the optimal minimum usage requirement to 1) allow a degree of flexibility to ticket holders for emergencies and 2) ensure turn-up rates were at acceptable levels was 17. Our position on that hasn't changed but we agreed to a phased increase, which will next season see minimum usage increase to 16 out of</p>

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	<p>19 games (with the transfer, resale or donation of the ticket counting as use).</p> <ul style="list-style-type: none"> • There appears to be a large price increase for the displaced Family Stand members from West Lower now the kids are 16. Have these fans had been contacted to specifically advise them of this in advance and explain the reason for their large increase? <p>We are pleased to have been able to honour this discount for people relocated due to the fan requested changes to the Stretford End in 2018. It was very clearly communicated at that time that prices would be frozen (and cheaper than people in the same area), until their child turned 16.</p> <ul style="list-style-type: none"> • It has been reported that the changes will, in total, raise an additional £15m per year for the Club. Can you confirm this figure? <p>We have shared financial information with our Fans' Advisory Board. The overall package of changes in pricing and policies next season strikes a balance between keeping prices fair and affordable for our core fans, while strengthening the club financially to maximise funds available for investment in football.</p>
FAB update	<ul style="list-style-type: none"> • The third FAB met on 19 February. • The majority of the meeting was spent engaging on the ticket pricing strategy for next season.
European away collections	<p><i>The forum (club and fan reps) agreed this remains a concerning issue for fans and committed to look into technology solutions in lieu of limited staff resource and financial considerations and to share ideas.</i></p> <p><i>The club placed on record the overwhelmingly positive feedback from Ruben and Jason around the value and appreciation for away fans and their unparalleled support at domestic and European away games.</i></p> <p><i>Fan reps asked how credit system will be managed should the team not qualify for Europe next season. The club outlined preference to honour the three-year rolling cycle as three years of the team competing in Europe.</i></p> <p><i>Club and reps highlighted the importance of finding a solution that would honour the integrity of the credit system for fans.</i></p>
Rangers	<p>At the Rangers fixture on 23 January, significant numbers of away supporters were identified in home areas of the stadium which subsequently caused unrest and presented a risk to fan safety.</p> <p>We take this incident very seriously, and the welfare, security and safety of fans remains paramount.</p>

Topic	Topic Notes
	<p>We have conducted a club-wide investigation and will present an overview of operations pre-, during and post-game for the forum today.</p> <p>Pre-match</p> <ul style="list-style-type: none"> • Upon fixture confirmation, multiple planning meetings were held in preparation for the game and sales restrictions were put in place, including restricting sales to fans who existed on our database prior to the draw being made. • The club also conducted a comprehensive risk assessment and identified potential threats and/or issues, one of which was away supporters present in home areas. <p>Matchday</p> <ul style="list-style-type: none"> • Several thousand Rangers supporters congregated in the city centre pre-match (with pyrotechnics) and 26 arrests were made due to violent disorderly behaviour. • Over 2,000 Rangers supporters attended a fan event hosted at Bowlers Trafford Park. • Rangers supporters started to arrive at Old Trafford prior to turnstiles opening at 6pm, including 40 Rangers coaches. • Turnstile entry was ongoing and controlled throughout the two-hour pre-match period; a significant number of supporters were refused entry due to tickets not scanning, having been already “used”. • Stadium entry overview: <ul style="list-style-type: none"> ○ 1 arrest, 8 ejections and 80+ refusals for ticketing or entry issues ○ 5 arrests and 28 refusals for possession of drugs ○ No pyrotechnics recovered at away turnstiles or ignited in the stadium ○ No ticketless fans entered the stadium <p>Inside the stadium</p> <ul style="list-style-type: none"> • A small number of Rangers supporters entered through lower-level turnstiles with home supporter tickets (and in non-club colours) and travelled primarily from the north to the east to meet other Ranger’s supporters in east home area. • A large group of c.80 Rangers supporters entered the stadium bowl and sat in seats adjacent to the away segregation line at E236. • Prior to kick-off it became apparent Rangers supporters were in several home areas and in significant numbers, primarily E236, East Tier 2 (200) and S229. It should be noted there was no recorded confrontation at that time and additional police resources and security staff were deployed into the stadium to prevent disorder. During this time home fans were unable to access their designated seats and we acknowledge the impact and disruption this will have had to affected fans. • Several reports of away supporters in home areas were received. Following liaison and advice from the police, a decision was made that

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	<p>ejection would put the safety of security and fans at risk due to the number of away supporters in some locations. Many Rangers fans were not identified until the time Rangers scored (88 minutes into the game).</p> <ul style="list-style-type: none"> • There were 76 ejections in total, 6 home and 70 away, of which 61 were away supporters in home areas. • There were no issues recorded over the segregation lines and only 2 ejections from the away supporters in the designated away end during the fixture. <p>Post match operational summary</p> <ul style="list-style-type: none"> • Overall, the safety and security risks were identified. In the initial assessment it identified the risk of away supporters in home areas. [“Response teams can deploy during the game to eject, however depending on number that may be problematic, and each scenario may have to be assessed”.] • Due to the high number of away supporters in home areas this was problematic and that whilst a significant number of ejections were made, this fell short of the expectation of home supporters who felt let down and impacted on their enjoyment of the game, and feeling of not being safe. However, it is not until the Rangers goal at the end of the fixture that a number of significant incidents occurred simultaneously which are primarily because of Rangers fans celebrating and then being confronted by United supporters, and in some cases being beaten and assaulted by them. • There is no safety or security operation that could effectively eject over 1000 people during a fixture. • UEFA has not fined the club for any breaches in relation to safety and security • The SGSA and TMBC were present, and we are awaiting their reports • TMBC held a meeting on 5 February to discuss ticketing strategy and raised no operational issues with deployments on the day.
<p>Ticketing</p>	<p>Rangers Post Match Investigation</p> <ul style="list-style-type: none"> • Thanks, Jim, for providing an update in relation to the matchday operational and security processes. • Following the game, we received around 400 formal complaints coupled with the significant coverage online in relation to the volume of Rangers fans visible inside the stadium. Whilst this is a widespread issue with all football stadia, due to this fan feedback, we have taken and prepared a number of measures to mitigate this from recurring in the future. • As a reminder: <ul style="list-style-type: none"> ○ In anticipation of the risks around this game, we took the strictest possible measures to prevent sales to away fans in home areas.

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	<ul style="list-style-type: none"> ○ Tickets were only allocated to people who existed on our database prior to the draw taking place in August, with Hospitality tickets having the same restrictions applied. ○ These restrictions were also in place on all forwarded tickets by season ticket holders and members to ensure that they could only be forwarded to fans on the database prior to the draw. ○ Executive club members were asked to use the app to distribute their tickets for the first time. <ul style="list-style-type: none"> ● As advised at the time, we regret and were extremely disappointed by the issues relating to away fans in home areas, and any impact this may have had on our fans' experience. ● We therefore undertook a full investigation whereby CCTV footage was reviewed over hundreds of hours, to understand how the situation arose with the view to preventing it from happening again from the same source. ● As you know two main groups of Rangers fans, in seating blocks E236 and S229 were visible to all. Fans in these areas were all tracked back via CCTV to the turnstile so we could establish which ticket they used to scan into the stadium. Fans migrated to these areas from elsewhere and did not all hold tickets for these areas. ● We did not sell hospitality packages to Rangers fans, or allow Rangers FC to do this, as part of the competition rules, Rangers FC were allocated 200 tickets, in the South Stand. How they allocate those tickets is at their discretion, and despite various requests as to how these were allocated, that information has not been declared to us. ● Outside of these 2/3 main groups, we have then looked more broadly at seats in every area of the stadium where people celebrate when Rangers scored. ● As a result of these investigations: <ul style="list-style-type: none"> ○ 1,532 tickets were identified as having Rangers fans in the seats and the ticket holder for all seats were issued with a sanction. ○ This is further broken down into; 567 official members, 105 club / competition contractual tickets, 367 hospitality tickets and 493 season tickets (of which 353 were forwarded to other people). ○ Several well publicised cases of people leaving the stadium early, and then their seats being occupied by Rangers fans were all handled without any fans missing any matches. ● The 353 fans using forwarded season ticket holder tickets is representative of an increasing problem. We know fans list tickets for sale on websites and social media and advise they will forward to anyone providing they are a member to avoid sanctions. ● Moving forwards, we recommend, and will implement retrospectively that where a season ticket holder's ticket has been forwarded, and then touted or mis-used, that we prevent that ticket holder from forwarding for future matches (but leave other options available to them). ● Please let me know your thoughts on this. <p><i>The club acknowledged the speed at which fan reps provided feedback to the club, and the credited the work of fan reps and fan groups in supporting fans post-Rangers.</i></p>

Topic	Topic Notes
	<p data-bbox="360 120 1461 232"><i>Fan reps asked club to consider current perception of sanctions as persecuting genuine fans. The club underlined the importance of reviewing ticket behaviour given misuse at Rangers and outlined the robustness of the appeal process.</i></p> <p data-bbox="360 277 1401 309">Investigation into Tickets Purchased using Automated Software ('Bots')</p> <ul data-bbox="411 320 1485 943" style="list-style-type: none"> <li data-bbox="411 320 1485 465">• We have been working with our ticketing system provider for some time on this problem and have introduced several measures already to mitigate bot attacks on the website particularly during key advertised ticket releases. <li data-bbox="411 477 1485 589">• However, we are aware that many fans were still successfully using automated software to gain an unfair advantage over other fans in terms of accessing tickets. <li data-bbox="411 600 1485 779">• We have therefore slowly and carefully introduced a series of checks and have in the last month identified over 3,500 tickets purchased using automated software. It is important to note that this equates to over 50% of the tickets purchased in this timeframe, an indication of the size of the issue and success of the operation. <li data-bbox="411 790 1485 943">• We have been cautious and measured in our communications to fans with sanctions, understanding that the logic we have used is new, however the majority have not appealed at all. A handful have been overturned due to being a specific type of edge-user generating a 'false positive'. <p data-bbox="360 987 512 1019">ID Checks</p> <ul data-bbox="411 1030 1485 1854" style="list-style-type: none"> <li data-bbox="411 1030 1485 1137">• We briefly discussed the need to conduct ID checks with this forum around 18 months ago, but did not proceed at that time, instead choosing to widely publicise an amnesty last summer. <li data-bbox="411 1149 1485 1294">• Due to the aforementioned problems with tickets passing between the wrong hands, coupled with our general awareness that season tickets are held in the names of people who no longer attend, are not alive or never existed, we are going to go ahead with this for all season ticket holders. <li data-bbox="411 1305 1485 1417">• Each season ticket holder will be sent a link, where they will need to take a photo of some valid ID and take a live photograph, before their ID is cross-referenced against the information we hold (name and DOB). <li data-bbox="411 1429 1485 1496">• Only once the ID check has been passed, including a liveness check of the 'selfie', will fans be able to renew their season ticket. <li data-bbox="411 1507 1485 1619">• We have worked very quickly to get this set up in time for season ticket renewals, and can confirm that the process is very straight forward and quick to complete. <li data-bbox="411 1630 1485 1742">• We look forward to being able to provide better reassurance to fans in terms of safety and security inside the stadium once this piece of work is complete. <li data-bbox="411 1753 1485 1854">• Looking ahead, it will be a more complicated piece of work to introduce this for every ticket holder (i.e. as part of the purchase journey) but this is something we will certainly explore in the close season. <p data-bbox="360 1899 1461 2011"><i>Fan reps urged the club to pay careful consideration to fan communications to help supporters engage with this process and to reassure fans that the club will not store personal data.</i></p> <p data-bbox="360 2056 1417 2123"><i>The club assured the solution is managed by a secure third-party provider and follows strict security measures.</i></p>

Topic	Topic Notes
	<p data-bbox="363 159 1481 271"><i>The club underlined the opportunity fans now have to change / update legacy names on their season ticket without consequence. Supporters have a two-week window to update their details and provide photo identification.</i></p> <p data-bbox="363 315 695 349">In App Ticketing & NFC</p> <ul data-bbox="411 356 1485 1211" style="list-style-type: none"> <li data-bbox="411 356 1485 468">• Further to a successful season as the first Premier League club to use secure in-app ticketing, we will be strengthening the security features and will be issuing NFC tickets rather than a QR code. <li data-bbox="411 474 1485 698">• NFC tickets will be accessed via the app and then downloaded to Apple or Google wallet (similar to previous digital tickets). This approach makes the NFC solution secure, whereas when used traditionally a pass is only actually secure once it had been downloaded from the emailed link (therefore making it easier to e.g. pass onto an away fan, who can then download it). <li data-bbox="411 705 1485 817">• NFC tickets do not contain a QR code, meaning the mechanism of taking a photo of a QR code within the app from another device to then be shared as a photo will no longer be possible. <li data-bbox="411 824 1485 1025">• NFC rather than QR codes means that fans will need to tap their phones onto the scanner glass rather than scanning a QR code. Apple NFC chips are in the same place on all their phones, top back of the phone, Android differs but generally the same, fans will need to ‘learn’ where their chip is. If you have ever used your phone to pay at a till, it’s the same technology. <li data-bbox="411 1032 1485 1211">• Following a successful trial at the Rangers game, all Executive Club tickets will also only be accessible from within the MUFC app next season. Exec Club Members will also need to forward tickets to their guests’ attending games within the app, rather than using the distribution mechanism online. <p data-bbox="363 1261 751 1294">Other changes for 2025/26</p> <ul data-bbox="411 1301 1465 1850" style="list-style-type: none"> <li data-bbox="411 1301 1465 1491">• Due to the security-led enhancements to secure digital ticketing, from next season we will no longer issue any Print at Home photo season tickets. There are a very small number in use this season and we will communicate with impacted fans to let them know and support them in getting online. <li data-bbox="411 1498 1465 1688">• In recent seasons we have seen an enhanced strain on our lift provision within the stadium. Due to this we currently provide a small number of seasonal lift passes for use in the Sir Alex Ferguson Stand. These lifts are also required to be used by our staff as well as Executive Club Members who need to access their facilities. <li data-bbox="411 1695 1465 1774">• The capacity of the lifts is not sufficient for demand, leading to long waiting times and overcrowding. <li data-bbox="411 1780 1465 1850">• We will therefore not be able to offer lift passes from next season. Impacted fans will be notified.
<p data-bbox="81 1991 328 2024">Fan Engagement</p>	<p data-bbox="363 1928 475 1962">Munich</p> <ul data-bbox="411 1968 1469 2125" style="list-style-type: none"> <li data-bbox="411 1968 1469 2047">• I would like to place on record our thanks to everyone involved in marking the 67th anniversary of the Munich Air Disaster <li data-bbox="411 2054 1469 2125">• This year saw hundreds of fans attend the memorial service in Munich which was run by MMMF and attended by myself and Andy Cole

Topic	Topic Notes
	<ul style="list-style-type: none"> • In Manchester we had a huge turnout for the service on the 6 Feb and prior to the Crystal Palace game. Following discussions with the Forum we opened the International Suite following the service which allowed fans to share memories of the Babes. • We refreshed the service and introduced new elements with Alex Stepney, Roy Cavanagh MBE and members of our girls and boys academy participating along with one of our MU Foundation participants • We would like to hear fans feedback ahead of planning for future years. <p>Denis Law</p> <ul style="list-style-type: none"> • We would like to thank the thousands of fans who came to Old Trafford, and attended his funeral at Manchester Cathedral, to pay their respects to Denis Law after his passing at the age of 84. <p>Supporters' Clubs</p> <ul style="list-style-type: none"> • We are delighted to now have 330 supporters' clubs across 90 countries, having welcomed 9 new clubs since the last forum. This includes our first ever Jewish and Sikh Supporters' Clubs, the Manchester United Supporters Team and clubs in Guizhou, Indonesia Bekasi, Panjabi, Albuquerque, and Birmingham Alabama. • Following the official pre-season tour announcement, we are pleased to confirm we have secured an exclusive allocation of 1500 tickets for our supporters' clubs across each of our pre-season tour fixtures. We will be working closely with our stateside supporters' clubs and local communities to create meaningful opportunities for fans. • Throughout the season, we have sought to increase the connection between players and supporters' clubs with exclusive Q&As, including: <ul style="list-style-type: none"> • Diogo Dalot x Local SC • Joshua Zirkzee x Youth SC • Nous Mazroui x Muslim SC • Jonny Evans x MUDSA • We will be holding a special end of season dinner to thank our MUSC Secretaries for their hard work and support • Tomorrow we will host our first fan-led Iftar at Old Trafford in conjunction with our Muslim supporters' club. Fans, staff and academy teams will congregate to break fast, pray together and share experiences. <p><i>Fan and club reps placed on record their support for inter-faith supporters' clubs and their disgust at the abuse they have received online. The club committed to supporting the groups through this and highlighted the value they bring to making the stadium inclusive for all fans.</i></p> <p>Matchday Improvements</p> <ul style="list-style-type: none"> • Following fan feedback within MDEX and stadium regeneration surveys we have continued to work closely with supporter groups around optimising the matchday experience. • In collaboration with our Muslim Supporters' Club, we have opened an additional multi-faith room on the stadium footprint, enabling supporters of faith to pray pre, during and post-match. Over 300 fans have used the room across 3 games.

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	<ul style="list-style-type: none"> • We have established and met with a dedicated atmosphere sub-group to discuss how we can improve the atmosphere and support fan-led initiatives. This included Thursday nights pyro display prior to the Europa League R16 game v Real Sociedad. This was suggested by TRA and funded by their members. We thank them for their support. We will continue to work with this group ahead of future activations. • We are continuing to work with Dave Field around ways to revitalise the family stand experience for our junior fans, including gaming stations and wider kiosk offerings. <p>Fan pitch day</p> <ul style="list-style-type: none"> • We are pleased to be inviting fans once again to play on Old Trafford’s hallowed turf at the end of the season. • Following discussions with this forum last season for the first time we will be holding a dedicated women only game • 100 lucky fans will be taking to the pitch for a women’s game (afternoon) and open game (evening). • Fans can apply to play or manage a team on the day and communications will be issued over the next few weeks. <p><i>Reps asked if there is an opportunity for under-18s to get involved at the fan pitch day. The club outlined safeguarding requirements prevent under-18s from playing with adults and age group restrictions. The club agreed to look into viable solutions for young fans in the future.</i></p> <p>MUW</p> <ul style="list-style-type: none"> • To celebrate International Women’s Day, we rewarded 11 junior fans with a special visit to Old Trafford where they got to interview women’s team captain, Maya Le Tissier ahead of the upcoming Manchester derby on 4 May. • We are continuing to improve the matchday experience for fans attending games at Leigh Sports Village. Notably, we have created a dedicated matchday webpage onsite outlining ways in which fans can get involved at the stadium, including our pre-match football clinic with Manchester United Foundation coaches (facilitated by Premier League Fans’ Fund) and post-match meet & greet for junior season ticket holders. We have also commenced a regular cadence of matchday experience surveys to ensure we are listening to fan feedback from first-time fans and season ticket holders. • We have also introduced half-time penalty shoot-outs as part of an ongoing reward and recognition programme with Manchester United Foundation. Two young fans try their luck against Fred the Red during the half-time break. • We welcomed community group, the Lonely Girls Club and the Football Association at the Quarter Finals of the Adobe Women’s FA Cup and will be hosting members of the Lonely Girls Club again at the upcoming Manchester derby. • On Sunday 30 March we will be facilitating a sports kit recycling drive at Leigh Sports Village with Salvation Army to promote Green Football’s Great Save and prevent clothes going to landfill. Supporters are encouraged to donate old sports kit at The Hub pre-match or to opt for a

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	<p>veggie meal from the concourse kiosks and register their sustainable actions in the Green Football Cup here: https://greenfootball.org/green-cup/</p> <ul style="list-style-type: none"> We are pleased to be offering a “reverse” supporter bus for the upcoming United Women v City derby via our official coach partner, One Club United. Enabling our local fans in/around Leigh to attend the end-of-season fixture at Old Trafford. <p>Other</p> <ul style="list-style-type: none"> We held our second #ILOVEUNITED event of the season in New York last weekend with United legend Andy Cole met with many of our international and loyal fans ahead of our upcoming preseason tour. We are delighted to have been shortlisted for Best Fan Engagement by a Premier League Club at the upcoming Football Business Awards. The awards ceremony will take place in May.
<p>Operations update</p>	<p>Traffic & Transport</p> <p>6 April Manchester United vs Manchester City 19 April Manchester United vs Wolves</p> <ul style="list-style-type: none"> There is planned Metrolink Engineering on Church Street in the City Centre, Market Street and Shudehill stops will be closed for the duration of the works. There will also be a number of bus services diverted in the city centre. The ask is for supporters to check before they travel. <p>10 May Manchester United vs West Ham 25 May Manchester United vs Aston Villa</p> <ul style="list-style-type: none"> There is a planned closure of Chapel Street on 5 May (TBC). This will impact supporter travel on buses and highway. Supporters are asked to make sure they have plenty of travel time. <p>Bus</p> <ul style="list-style-type: none"> The reinstatement of the post-match shuttle has proven to be popular, with over a thousand supporters using the buses after each fixture, which go direct to the city centre from Chester Rd for all men’s team fixtures. There is still capacity available! <p>Rail</p> <ul style="list-style-type: none"> Salford Central is currently closed as passenger facilities and platform improvements underway from February to May 2025. Trains will pass but not call at Salford Central over this period. Ticket acceptance in place on all Bee Network buses between Salford and Manchester City Centre. Stockport Rail Station: Network Rail is investing £16m to replace the bridge that takes the Greek Street roundabout, Stockport, over the West Coast Main Line. From 31 March, the Greek Street roundabout will be closed to traffic for one year. Over Easter 2025, Network Rail will be carrying out work to the railway to prepare for the major work. There will be changes to train services during the Easter bank holiday as Stockport station closes. Greek Street bridge replacement - Network Rail

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	<ul style="list-style-type: none"> • Sundays see on-going short-term plan for Northern, with around 200 withdrawn services across Greater Manchester each Sunday. <p>Ongoing Highway Schemes</p> <p>Deansgate</p> <ul style="list-style-type: none"> • There are ongoing works on Deansgate is due to be complete in April. This will be a permanent change and will restrict traffic to a southbound direction only between the junctions of Quay Street/Peter Street and Liverpool Road/Great Bridgewater Street. <p>Chapel Street</p> <ul style="list-style-type: none"> • Works on the Chapel Street East (Phase 1) and New Bailey Gateway (Phase 2) scheme is due to start construction after Easter 2025 and complete in January 2026. • During the construction there will be temporary traffic management in place. This will involve a one-way closure on Chapel Street heading towards Salford (westbound). Traffic travelling towards Manchester (eastbound) will not be affected. Resident and business access will remain open at all times, however there may be some temporary changes to the access routes. <p>Metrolink</p> <ul style="list-style-type: none"> • High Street and Church Street works - Tuesday 25 March to Wednesday 23 April • From Tuesday 25 March, until the end of service on Wednesday 23 April, work will take place on the Metrolink tracks between Market Street and High Street/Church Street in the city centre, • During this time, no trams will be able to operate via Market Street or Shudehill. • Trafford Centre services will operate to Etihad Campus and all Altrincham services will operate to Bury. • Other cross-city services will divert via Exchange Square. • Tram services will resume their normal service pattern from Thursday 24 April • Oldham and Rochdale line works - Saturday 3 May to Monday 5 May • From Saturday 3 May, until the end of service on Monday 5 May, track renewal works will take place between Westwood and Derker. • No tram services will operate between Freehold and Rochdale Town Centre during this time. • A bus replacement service will operate between the affected stops. • Tram services will resume from the start of service on Tuesday 6 May. <p>Tickets</p> <ul style="list-style-type: none"> • From 23 March, contactless tap and go will be the easiest way to pay for seamless travel across bus and tram on the Bee Network. Use your contactless card, phone or smart watch on card readers. • When taking the tram, just tap in on the card reader at your tram stop using your contactless card or device - before boarding, then tap out with the same card or device at your final stop.

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	<ul style="list-style-type: none"> • And if you're travelling by bus, it's just the one tap when you board. Hop on, tap in, enjoy your journey, then hop off. If you only travel by bus, you won't pay more than £5 a day for unlimited travel. • If you regularly use both bus and tram and tap using the same card or device, you will not pay more than the capped fares. Unlimited bus and tram travel for a max of £9.50/day or £41/week.
<p>MU Foundation update</p>	<ul style="list-style-type: none"> • I'd like to begin by addressing reports in the media about the Foundation. At this time, we are working closely with Manchester United around the Value In Kind funding and services that we receive. We appreciate all of the club's ongoing support of our charitable work in the community. <p>Season ticket holder email</p> <ul style="list-style-type: none"> • We are the beneficiary of a scheme through which season ticket holders can donate the cost of their match ticket back to the Foundation when unable to attend a game. We wanted to create a special thank you video, sharing the fact that your support of this scheme has now raised £1.67 million for the Foundation since it was introduced at the start of the 2022/23 season. • We are thankful to Wes Brown, a great advocate of our work, for starring in the video, which was sent as part of a personalised email to all opted-in season ticket holders in February, regardless of your usage of the scheme in the past. We hope this will have helped you to understand the extent of your contribution towards our work. <p>Winter effort</p> <ul style="list-style-type: none"> • Working in the areas of the highest social deprivation means the young people we work with are often severely affected by the challenges the winter season presents, especially with rising fuel poverty and a cost-of-living crisis. • We now deliver a winter campaign every year to support participants and their families who are in need. As part of this latest winter period, the Foundation invested £100,000 in 9,000 blankets, which were distributed by our staff to the young people most our 70-plus partner primary, secondary and SEND schools, putting smiles on faces while temperatures were at their coldest. • We were also pleased to pass on your donations of more than 1,700 coats, collected from our men's and women's matchday appeals in November. Alongside the blankets, the coats have made a significant impact on our vulnerable families. We'd like to thank you for the role you played in this initiative. Plans for how we'll support young people again next winter are being finalised as we speak. <p>Player engagement</p> <ul style="list-style-type: none"> • Before Christmas, Ella Toone, Lisa Naalsund and Elisabeth Terland from our women's team surprised 22 girls from our partner primary schools at Carrington with a special playing experience, in which they played alongside their heroes and received a full Manchester United kit, inciting some wonderful reactions from the children involved.

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	<ul style="list-style-type: none"> • Our men’s and women’s team squads visited the Royal Manchester Children’s Hospital, The Christie and Francis House Children’s Hospice, delivering Christmas gifts to children and patients experiencing a tough time during the festive season. Meanwhile, more than 20 players joined us at the stadium for festive activity days, delighting Foundation participants by participating in mini-games and bringing a smile to all. • Out in the community, Maya Le Tissier, Lisa Naalsund and Ella Toone visited our partner school, Manchester Enterprise Academy, in Wythenshawe, taking part in football and reading activities, tying in with the recent annual World Book Day celebration. • Meanwhile, Amad and Alejandro Garnacho met pupils at Claremont Primary School in Beswick and presented Foundation coach Nick Bradshaw with the Premier League’s • Community Captain award – recognising those making an outstanding contribution in their communities. Nick exemplifies that – we believe he’s led more than 1,600 sessions, totalling more than 4,700 contact hours, in 18 years with the Foundation. <p>Commemorating the Munich Air Disaster</p> <ul style="list-style-type: none"> • Manchester United Foundation was established as a lasting legacy to the Busby Babes. Through our work, we aim to replicate the unwavering faith in youth displayed by manager Sir Matt Busby and his assistant Jimmy Murphy and place great importance on keeping their memory alive; we take immense pride in sharing their stories with our young people. • Last month’s 67th anniversary was the third occasion where the Foundation has taken a group of young people to Munich for a cultural experience, including representing us in the memorial service at Manchesterplatz. Participants fully immersed themselves in the culture of the city and the history of Manchester United on this year’s trip, which involved eight young people who attend our community football project, Street Reds, at sites across Manchester. • We have also released a short film documenting the 2024 trip, hopefully allowing you to understand why we believe these experiences are so important. Please take the time to watch it here: https://www.youtube.com/watch?v=9hRouCUD60&t=111s • Marking this year’s commemorations in Manchester, meanwhile, was Foundation volunteer, Irene. A past winner of a Foundation schools poetry competition, Irene is skilled in the spoken verse and performed renditions of her self-penned tribute in two memorial services at Old Trafford. Irene’s poem, Keeping The Flame Alive, touched on how the legacy of the Babes now lives on through her and other Foundation participants. <p>Looking ahead / fundraising</p> <ul style="list-style-type: none"> • March will present a number of key activations for the Foundation, including celebrations for International Women’s Day, the Green Saves environmental and sustainability campaign, and an enrichment trip for our participants to Cyprus, partly supported by the Cyprus Supporters’ Club. The Foundation will also celebrate its 18th anniversary on 13 March. • We look forward to hosting our annual golf day on Monday 19 May at Dunham Forest Golf and Country Club. We expect plenty of former Reds

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	<p>to join us for what we're confident will be another wonderful fundraising event.</p> <ul style="list-style-type: none"> • While we cannot yet share the full details, there are a plenty of other exciting events coming up, providing great enrichment and bringing us closer together with our fans which, particularly given everything you do to help us, is so important. I look forward to discussing these in greater detail with you at our next meeting.
MUDSA	<ul style="list-style-type: none"> • The club has confirmed continued support for MUDSA at least until the end of 25/26 season. • MUDSA has applied to be an associate member of the FSA. • MUDSA will also look to the FSA for advice in revising our constitution. • Work with the Foundation continues including new regular visits to sessions. • Issues around disabled members returning tickets and car parking. Disabled fans feel more thought should be given into them not being able to attend matches close to the day due to added health and carer/pa issues. They feel it is unfair to be under the same expectations as other fans. A lot more planning is needed for many of our numbers, and they are scared they may lose their season ticket. They also would like to know why they can't send their parking back as well as people on our group are often asking about parking. • Following changes in matchday personal, the stewarding within the sections occupied by our disabled supporters is being discussed with the club to ensure consistency and a good level of understanding of fan needs.

Fan submitted questions

Old Trafford Regeneration

- **A poll we conducted asking 400 Youth ST holders whether they wanted to keep Old Trafford brought back a 93% Yes, they wanted to keep it (and not build a new stadium). This response tallies with other polls we've seen other interested groups do. As the youth is part of the future of Manchester United- we this week asked our members whether they would be in favour of approaching the club to ask all ST holders a simple one question sent by SMS- Do you want to keep Old Trafford. Yes or No. The response was 100% in favour of asking all ST holders that simple question. When can this be done before plans go too far?**
- We appreciate and will continue listening to all fan views on the future of Old Trafford, and we appreciate that different elements of the fan base may hold different views. We have already consulted extensively with fans on the project, including a survey of more than 50,000 fans, which was distributed to Season Ticket holders, Official Members, and Executive Club members last September. This achieved the highest engagement rate of any fan research ever conducted by the club. The results showed that a new-build stadium at Old Trafford was the preference for the majority of respondents, with 52 per cent declaring support for that option. Redevelopment of the existing stadium was preferred by 31 per cent, with a further 17 per cent

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	<p>unsure. While the club has now decided that a new build stadium at Old Trafford offers the best way forward, we will continue to listen to the views of all fans during the planning process.</p> <ul style="list-style-type: none"> • In Sir Jim Ratcliffe’s recent interviews, he stated that the stadium regeneration project is wholly reliant on the government plans for economic growth, particularly the investment required around Trafford Wharf. The club are now progressing with the new stadium option in favour of the refurbishment of the existing stadium. What happens if the governments backing of Trafford Wharf doesn’t materialise? Will the club revert to the redevelopment option? If not, will the stadium redevelopment project be cancelled altogether? • As communicated this month, the club believes that a new build stadium at the centre of the regeneration of the Old Trafford area is the best solution for Manchester United and our community. While the club has responsibility for developing the stadium, we are pleased that the project has the support of both local and national government as this will be essential to the delivery of the wider regeneration.
	<p>After a straw poll of a group of 16-25s, 100% of them believed the CEO should be present at the Fans Forum as it is both publicly minuted and has more representation. So why is he not there to answer to his own decisions?</p> <p>As per the terms of reference, the Chief Executive Officer attends the Fan Advisory Board due to its strategic framework and scope of discussion, and the Chief Operations Officer chairs the Fans’ Forum to consult on operational matters.</p>
	<p>How do the owners evaluate their own performance in terms of the club's success, and what changes are they willing to make if they fall short and why has the club struggled to establish a coherent and effective transfer strategy despite significant spending?</p> <p>Performance of the men’s first team has fallen below all our expectations this season. We are focused on improving performance in future and believe we are putting in place the leadership, recruitment, performance and coaching teams capable of achieving that.</p>
	<p>Can we please have a guarantee that the issue Manchester City fans are having in regards to woeful schemes like flexi-gold (big 5 excluded) season tickets will not be implemented at Old Trafford and Manchester United. This is fan exploitation, and essentially dynamic pricing (in other words touting).</p> <p>We are not introducing a pay-as-you-go option similar to this.</p>
	<p>In light of role reductions, what is the club’s target customer experience for supporters?</p> <p>We aim to continue offering high-quality experiences and services to fans, while operating as efficiently as possible to maximise resources for investment in football success.</p>
	<ul style="list-style-type: none"> • The club has made tactical changes during the season perceived as moving the goalposts. One example is the suspension of non-attendance by a member when they receive a

Topic	Topic Notes
	<p>forwarded ticket. This has now been communicated by ticket office as 2 strikes and permanent suspension. What are the club going to do differently moving forward that creates transparency with supporters and clarity of consequences/appeal processes? Please note some vulnerable members have not appealed due to fear of approaching club or lack of understanding.</p> <ul style="list-style-type: none"> • Why are the club still concluding people as guilty rather than innocent until proven guilty? Surely this should not be the case. This pushes the burden on the fan to prove their innocence under strenuous and stressful time constraints. Not only this but it's simple things like not having apologies in emails to fans who were then proven innocent that get on fans nerves. • Sanctions are on the rise, which is fair for those who break the club's T&Cs. However, it's becoming increasingly clear that sanctions are being applied without providing any evidence to the supporter. Given that the club has already admitted to mistakes in the Rangers investigation, how many other sanctions have been wrongly imposed? The process needs a full review, with evidence provided to ensure the correct person has been identified. The club doesn't know each person's circumstances, and when innocent people get caught up in errors, the stress and potential impact on their mental health can't be ignored. • We noticed a small number of season ticket holders who were forwarding tickets which were then not being used, so as to count towards their attendance at Premier League games. • The introduction of all of our schemes is to ensure we have as many fans in attendance as possible, and this directly contradicts our aim. • If a season ticket holder cannot attend they also have the option to donate the cost of their ticket, or return it to the club for a refund. We ask that fans do this at least 2 weeks before the game for the best chance of getting a refund. We will then resell the ticket, to ensure the stadium is full and atmospheric for our team, when they need it the most.

Away games

- **For domestic Cup competitions, for those supporters who have opted in to the Cup scheme, they are able to buy tickets for home Cup games and, assuming they do not return these tickets to the Club, they are able to build up credits which are factored into ballots when prioritising ticket applications for domestic Cup Finals. Everybody has the same opportunity to build up credits – this is fair. (I'll put to the side in this email the approach you then use for allocating tickets to individuals which is antiquated, inflexible and inappropriate given the advancement in ticketing system technology and applications in recent years.). However adopting the approach you use for domestic Cup ballots For European away game is grossly unfair as most supporters are unable to build up European credits. Some suggestions:**
- For each game, offer a varying proportion of tickets for those groups of supporters who have different numbers of credits. Using the Real Sociedad ballot as an example:
 - 6 credits – 40% of credits will be offered to this group
 - 5 credits – 15% of credits will be offered to this group
 - 4 credits – 13% of credits will be offered to this group
 - 3 credits – 11% of credits will be offered to this group
 - 2 credits – 9% of credits will be offered to this group

Topic	Topic Notes
	<ul style="list-style-type: none"> ▪ 1 credit – 7% of credits will be offered to this group ▪ 0 credits – 5% of credits will be offered to this group ▪ 100% <ul style="list-style-type: none"> • The above ensures that those with the most credits have a better opportunity of securing a ticket in a ballot whilst at the same time it does give an opportunity for those with fewer credits to not only secure a ticket but also to increase their credits so that they are better placed to secure tickets in any future ballot. Clearly you could adjust the percentage of tickets allocated to each band (maybe a flat 5% for every band apart from 6 credits so that 70% of those with 6 credits get a ticket), but you get the principle. • Given the opprobrium that the club faces regarding the imposition of charges on supporters which some feel are onerous, I acknowledge that potentially this option may not garner much support. Previously if you were unsuccessful in a European ballot you received a credit due to the fact that you had applied for a ticket. However some supporters gamed this system, applying for tickets for games that they did not want to go to, particularly for games for which the ground capacity was low, in the hope that they would not get the ticket but would get the credit. However what if the Club made the <u>option</u> available when applying for European away games, such that if you are unsuccessful in the ballot, the Club would charge 25% (for example) of the ticket price, but in return, supporters not successful in a ballot are awarded a credit. (Consider the comparison with British Airways where you can buy additional Avios points. This option allows supporters to build up their credits if they wish but without compelling them to accept this 25% levy. There may be alternative proposals that you are already considering regarding the ballot process. However the process as it currently stands is blatantly unfair and it makes it almost impossible for most supporters to secure tickets for European away games. • We have committed not to make any changes to away game application or allocation criteria without discussion in this forum. • There are many ways to allocate tickets, all of which benefit certain groups over others. • The main piece of feedback in relation to European away games has been the removal of collections, but there are no plans to re-introduce this as aside from the cost element, we no longer have the resource provision to be able successfully facilitate this. • Why are players being allocated so many away tickets when supporter demand is at its highest - surely players should request tickets as opposed to being instantly allocated x amount? • Has it been noted by the club that Manchester United's away support has deteriorated since the new measures have come in, and their 'anti touting' policies have done nothing other than deter time served fans from attending games? • Players aren't ever instantly allocated tickets, for any game, and do request them. • All tickets are paid for, and they provide full attendee information in-line with other fans.

Topic	Topic Notes
	<ul style="list-style-type: none"> We feel that for players of a Premier League football team, it is not unreasonable to expect that their friends and family members would want to support them – as we all would if it was our son / uncle / father etc. Touting measures at away games have been limited only to relatively small volumes of ticket collections only, which as already mentioned will now cease. Our away support has been widely celebrated this season, particularly at challenging games where it has been needed – we thank our fans for their continued support.
<p>Supporters' Clubs</p>	<ul style="list-style-type: none"> Why had the club removed the MUSC membership renewal without engaging Branch Secretaries. Many felt this renewal was an opportunity to promote branch membership and retain supporters in light of poor on-field performance with a branch scheme. We have simplified our membership offerings for 2025/26, to make it more straight forward for fans who want to join the club. The MUSC Membership was introduced as a trial but was not very popular only selling in very small numbers (less than 1.5k), hence its removal, and as communicated last season upon the commencement of that trial. We will continue to review our product offerings with the view to making them accessible and suitable for as many fans as possible, including MUSCs. As we approach ticketing arrangements for 25/26 can the club provide reassurance around branch ticket allocations and also that they will be considered as part of the initial allocation of tickets when's phased throughout year for distribution. As a not-for-profit network this is critical to the survival of many match going branches. In light of branch numbers increasing will the club commit to a ticket allocation review? We have not looked into match-specific arrangements for next season yet, although do not anticipate any changes to the MUSC allocation. MUSC members account for less than 10% of the membership scheme, and we're glad to be able to still allocate a high percentage of the tickets guaranteed to be available for each match. As a reminder, now that we enable Season Ticket holders to return tickets for games they cannot attend, we have many more tickets available generally than previously. It has been possible to purchase tickets online consistently since the UEFA Europa League draw at the start of the season, for both cup and league games. There have been many opportunities for MUSCs to arrange trips for their Members, including cup games on sale to non-Members.
	<p>Given the club receives additional income stream for televised matches will it please consider waiving the £5 resell fee for ticket holders when a game is moved to a weekday. Ability to attend these games is outside of supporter control and this symbolic gesture is unlikely to impact income streams significantly.</p> <p>There are no plans to change this policy for next season.</p>

Topic	Topic Notes
	<p>If a member receives forwarded tickets for 2 separate games and then is unable to attend the 1st game last minute, will there be any issues or restrictions around attending the 2nd game?</p> <p>No, tickets already forwarded won't be deactivated. The impact will be on the ability to forward additional tickets to that fan without it being discussed with us beforehand. We understand that there will always be emergency or unavoidable situations, and fans can contact us if this is the case where we can review any limits where necessary.</p>
	<p>Is it true the U18s were denied the opportunity to play at Old Trafford in the FA youth cup 5th round against Chelsea to save £8,000?</p> <p>We remain committed to playing a number of men's Academy and women's first team games at Old Trafford each season. How many and which games are chosen depends on a variety of factors, including football considerations, demand from fans, and budgets.</p>
	<p>Are there plans to extend anymore safe standing sections ahead of next season?</p> <p>We are currently investigating the feasibility of introducing additional 'safe standing' (rail seating) in the West Upper ready for next season. We are working with external consultants, the SGSA and Trafford Council on this issue and will provide a further update in due course when a firm outcome is known.</p> <p>Do you know if there are any plans to add more fans or can fans apply again this season to move to the atmosphere section?</p> <p>Should there be returns, will new season tickets be made available and what will be the criteria for these to be distributed?</p> <p>There are no seats in this section available for fans to move into at the moment. We don't anticipate high levels of churn, but if seats do become available we will review after the renewal deadline how they will be filled.</p>
	<p>Former Bayern president Uli Hoeneß (in 2021): "We could charge more than €120 per season ticket. If we charged €350 per season ticket, we would make €2 million extra, but what does that mean for us?" "The difference in price between €120 and €350 is enormous for a fan, and we do not believe fans are like cows to be milked. Football must be for everyone." Liverpool, West Ham, and Brentford have also frozen ticket prices again. Two of those clubs were not in European football this year. Is the reason we can't do the same because we've been mismanaged before Ineos came in? Is it because the Glazers debt and interest payments are heavily restricting us as a club? Why were we in such a dire financial situation?</p> <p>The most important factor in the club's performance is results on the pitch and that is our overwhelming focus. Regarding ticket prices, we agree that a balance should be struck between generating sufficient revenues to support investment in football success and ensuring that tickets remain affordable for fans.</p>

Topic	Topic Notes
	<p>Why are The United Stand, which has monetised Manchester United’s demise through being so poisonous and divisive within the fanbase, and directly abused players, now been suddenly allowed access to attend press conferences, and as of lately record documentaries around Manchester United training sessions?</p> <p>There has been no change in our approach to engagement with fan media. The United Stand and other fan channels are not permitted to attend Premier League games under the accreditation rules of that competition. However, they are permitted to attend games, press conferences and open training sessions under the different accreditation rules for UEFA competitions. This has been the case for several seasons. Whilst fan media are allowed to film at open training sessions under UEFA rules, they have not been given any additional permission by the club to film documentaries and we are not aware of any such content.</p>
	<p>Will Cup Season tickets be offered next season if we’re not in Europe?</p> <p>No. A Cup Season Ticket is sold on the basis of having a number of guaranteed cup games in the following the season, and the cost of the product covers the cost of these games.</p> <p>What happens to European credits if the club isn’t in Europe for a period of time? How will credits remain valid if United return after one, two, or even three seasons?</p> <p>Credits are based on a 3 year rolling basis. There are no plans to change this if we are not in Europe next season. If it is the case that we are not in Europe for a prolonged period of time, we will review again in consultation with this forum.</p>
	<p>Why were random tickets scanning red at Spurs away? What was the thought process behind this happening or was it a glitch in the system?</p> <p>We would need the individual fan’s ticket information to look into this one in more detail, and establish if there were any issues at the game.</p>
	<p>Why are you beginning to treat fans like criminals for going to the football with vigorous ticket checks, over the top stewarding, and over the top banning? It is hindering the match day experience for the average fan, and is driving people away from Old Trafford?</p> <p>Issues linked to ticket touting and inappropriate use of match tickets are raised with the club on a regular basis. Breaches of ticketing T&Cs can impact on safety and security and also have a detrimental impact on supporter experience. The actions to tackle these issues are supported by the Fans Forum, who have also been integral in the development in previous years of the Club Sanction Policy. We recognise that some supporters may not agree with the outcome of any action taken against them and as such there is a formal appeals process.</p>
	<p>What stadium improvements will be carried out during the summer? Could do with modernisation of the players dugout.</p> <p>We will be amending the existing dug out facilities this summer and will take this opportunity to consider how they can be updated and modernised within the scope of works.</p>

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Late entry

- **I sit just above a stairwell and unfortunately there is a continuous stream of latecomers after the start of the match/ after half time, this lasts a number of minutes. Every game my view is disturbed as people walk right across my sightline. In cricket stadiums there is an etiquette that you don't return to your seat from the stairs until a natural break in play, at the end of an over. I'd highly recommend we implement a similar policy - you shouldn't be able to go to your seat until a natural break in play which lasts maybe 30 seconds or a minute (such as a goal kick, free kick, corner)**

We recognise that other supporters moving to and from their seat during the game can cause a momentary disruption to your viewing. In football it is far more difficult to predict a 'break in play' compared to cricket where there is a regular cadence after each over. As such, trying to manage the movement of supporters and holding them on concourses, vomitories or gangways until there is a break in play may cause greater problems in terms of people stood impacting sightlines, or safety issues linked to being queued near vomitories or gangways. This would be extremely difficult to manage. However, we will discuss this issue at the Fans Forum to determine the extent of the problem and explore whether we can communicate to our loyal supporters throughout the season and encourage them to take their seats early to support the team to avoid any disruption to other fellow supporters as you describe.

- **What are the club able to reduce the huge queues at s22? The club has created a situation of large increase with queuing time for s22 turnstiles. It has gone from poor at the start to terrible this season.**

S22 is regularly the away turnstile entrance. If supporters attend 30 minutes ahead of kick off they will enter the stadium in good time. The queueing arrangements can differ slightly between turnstiles – at some the width of the queue is wider (4-8 people wide) so the queue appears shorter. At S22 the queue is often 2 people wide that can then make the queue longer.

I've had complaints about the searches at the ground. Should someone not want to be physically searched can they request to be searched with the handheld scanners?

No, all persons entering the stadium are hand searched. There are exceptions for juveniles and females can only be hand searched by females. It is a requirement of entry and recommended as part of our security strategy to keep all supporters safe. We pride ourselves on our search and security regime and are regularly audited on it. As a club, we welcome the new counter terrorism premises security bill - Martyn's Law - and hope all venues take a similar posture.

Family Stand

- **Following Rangers, what is being done - specifically - to ensure the safety and comfort of the children in the Family Stand going forward?**

We deploy security for all high-risk games and undertake a risk assessment of the site. We did not receive security concerns from the Family Stand at the Rangers game. However, we would like to remind supporters that we offer a Virtual Steward Service, which is an anonymous service designed to help tackle offensive or discriminatory behaviour in Old Trafford. If you are witness to, or subject of any discriminatory language or behaviour during your visit to Old

Topic	Topic Notes
	<p>Trafford, text ACTION to 66777 followed by the stand, row and seat of the offender and the nature of the problem, and the virtual steward service will do the rest. You will not be identified at any time.</p> <ul style="list-style-type: none"> <li data-bbox="121 282 1222 318">• How do we get a pipeline of new kids into the Family Stand each season? <p>If any Season Ticket holders with Under 16s who currently sit elsewhere in the stadium contact us as they wish to relocate into the Family Stand, we will aim to assist them. There are very limited available seats available in the Family Stand at the moment.</p>

Appendix

We received 18 questions which have been answered today or in previous meetings, or we have referenced that we cannot answer, within the updates so far. These will not be read / answered individually now but will be published in the minutes.

1. Is there an update on what is being done to protect the integrity of the euro away credit system? After lots of compromise propositions from fans- it seems that nothing has been fed back yet?
2. Why are the ticket office trying to punish fans for instances such as passing tickets to a mate for face value, yet failing to address the blatant touting that goes on of player allocated tickets?
3. I've been advised that should we be successful enough to make it to the Final in Bilbao (which I strongly believe we can do!) there is every possibility that I won't be guaranteed a ticket. Despite me travelling to all available European away matches this season (only Plzen which I couldn't get a ticket for - I did apply) There is talk that Final tickets will be prioritised towards ST holders who are showing just one away European credit.
4. Please ask to confirm concessions will remain as required by the Premier League ruling. Please ask to confirm Manchester United will not raise the age criteria required many pensioners will not be able to afford increases every year with small pensions. Is it possible to freeze prices every other year or cap price increases for over 65?
5. I've contacted the club various times on this over the years & have been directed to fan reps like yourself. I've never previously reached out but feel the need raise this issue again after further disappointment in the ballots. Our away ticket allocation system is a disgrace. I'm not having it that it's completely random! The same faces get aways week in week out & quite frankly it pisses me off. In 10 years of 'Random' away ballots, we've never once received a single ticket for Anfield or the Etihad. Everton, Villa exactly the same
6. Again raising this issue- Liverpool away. Tickets randomly dropping online on Friday 3rd of January at 9:30am! How is this a fair process for all fans? It isn't it's set up for those sat behind a computer screen or using bots. There needs to be an overhaul of this process as it is now unfair and impossible for a large cohort of fans to obtain these tickets
7. Is it proper for the Head Coach to name underperforming players ,in public?
8. Is it time to scrap the outrageously overpriced "The International" hospitality package? At £329 per ticket, you get a standard seat in the corner of the stadium and a basic meal (I had fish and chips) in a hospitality room that must be vacated 20 minutes before kickoff. With no direct access to the stadium, I had to leave the room and queue again to reach my seat. Considering a regular ticket costs around £50 and kiosk food is about £10, this package feels like nothing short of a rip-off.
9. Queues seem to be getting at concerning levels inside the tunnels at Old Trafford pre match. I had one report from the Munich tunnel of a kid having to be passed to a steward to avoid being hurt. How is this risk assessed and what is being done to reduce queue sizes specifically inside the tunnelled parts of Old Trafford?
10. A delay at the turnstiles seems to be people's tickets not scanning. Most of the time seemingly due to the brightness being too low on their phone. Is it possible for the brightness to be turned up automatically as it when scanning things in an apple wallet for example?

11. We were told the digital ticketing coming in would eradicate over 96% of touting. It hasn't. It's just made it more difficult for regular fans to go to games- especially those not as tech savvy. It's also induced a lot more anxiety when coupled with minimum usage, technical processes for forwarding etc. Can the club therefore actually justify digital ticketing as something that has been beneficial for fans? What is the cause of the failure to eradicate the majority of touting? Instead of punishing touts (who do exactly as what was said they'd do before the digital ticketing came in- because Liverpool had the exact same problem) do the club realise a lot of the punishments simply target match going behaviour like passing on last minute tickets via pictures etc.?
12. The club no longer requests feedback when it engages with MUSCs via email. Is this a conscious decision by the Club in fear of service degradation in light of role reductions? This is valued as a means of highlighting the excellent standard in service that key staff provide.
13. Why has the club not responded to the request to review its Euro Away collection policy which has now made the next few seasons a two tier system as many non-attendees have been awarded credits? What plans are there to review following a commitment at Fans Forum to engage on this?
14. Is there an update on the future of Old Trafford stadium? When will the Taskforce make its final decision/recommendation?
15. The club previously stated that up to 10% of payments can fail during a domestic away ballot. That figure still seems accurate, but after investigating with my bank, as have others, I have found that the issue lies with the club's payment merchant rather than the supporters. For finals and European games, tickets with failed payments are placed into reservations. Why isn't this the case for domestic away games?
16. What news is there regarding concession priced tickets/Season tickets for the 25/26 season?
17. Are the club looking to change concession ticket ages/get rid of them altogether?
18. The minimum ticket usage was 15/19 for ST holders this year. It's meant to go up to 16/19 next year. However, what we've seen more recently in games is a lot of fans struggling to even give tickets away. It used to be said in the Fans Forum (pre Ineos) that priority number one was getting bums on seats. Due to strategic changes etc. this isn't priority number one anymore (revenue is). So, should it be considered to keep the minimum usage at 15/19 where fans aren't anxious if they can't give their tickets away for free?