





CUSG 11 April 2023
Club update

This update is, as usual, focused on operational matters within the remit of the 1921 Operational Board. I will take any further questions from CUSG groups at the meeting on 11 April 2023 and answers will be detailed in the minutes.

Issue	Reference/Comments	Status
Supporters		
CUSG are hosting a fans' forum in Foxy's Restaurant on Thursday 13 April (6.30pm to 8pm) with club shareholders, directors and the first-team manager present.	https://www.carlisleunited.co.uk/news/2023/march/forum-join-the-manager-and-directors-next-month/	13 April 2023
Warwick The club has worked with the Warwickroadenders and CUOSC to introduce flags to add to the match spectacle. These started vs Tranmere. We hope this continues.	SLO and club are working with the new Warwick Road End group to support their efforts.	Ongoing
Fan Engagement Index The club has been ranked 2nd of 92 in the latest independent survey by Think Fan Engagement. We ranked number 3 last year and have moved up a place.	https://fanengagement.net/fan-engagement-index/ Our consistent success in 'fan engagement' compared with other clubs is proven again by this independent assessment.	Information
Bars The new bar in the Pioneer Stand (formerly shop) was dedicated as 'Hopper's Bar' in honour of Tony Hopper at the Tranmere game. 'Halpy's Bar' was named and Balderstone's and Ross's bar rededicated with new signage at the Stevenage game. The west side ground floor lounge used by players will be dedicated to Alan Ashman in Q2. We are looking at options for McConnell's bar for 23/24 to increase usage	https://www.newsandstar.co.uk/news/23443286.family-pride-bar-opened-tony-hoppers-memory-carlisle-united/ https://www.newsandstar.co.uk/news/23396557.carlisle-united-legend-john-halpin-opens-bar-named/ TBC TBC	Complete Complete Information Information
Playing shirt amnesty to hand back old shirts for reuse is continuing. Donation points are in the Blues Store and east stand upstairs ticket office/reception. The club is seeking shirts missing from the collection to complete the display.	https://www.carlisleunited.co.uk/news/2021/december/club-donate-your-old-shirts-for-good-causes/ More donations welcome – please help if you can.	Ongoing
Memorabilia continues to be collected and donated by fans. The collection is now sizeable and still growing. New items are being put on display in the West stand bars every month.	Any other donations will be welcome. Details of the collection will feature in an SLO website article this month.	March 2023
Behaviour at games We are pleased to report no new incidents at recent games. This is very welcome. Thanks to all our fans. Fan support remains brilliant in big and growing numbers, home an away. We have a lot of really positive initiatives going on as we work together with fans (like the Warwickroadenders). We continue to appeal to fans to behave and demonstrate how superb CUFC fans are. Finally, remember, keep off the pitch, as the season draws to a close. The pitch is for players, and the stands for fans.	 We will continue to work with fan groups. We will be continuing to appeal to fans with posters and social media to try and get the message across. Increased stewarding will be put in place.	Information Appeal
The club is now actively working with external agencies like Remedi UK on restorative work. This is being fruitful already. https://www.remédiuk.org/	More information to follow.	 More info to follow




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<p>Prostate Testing We are hosting a Prostate Cancer testing session in association with the Community Sports Trust and Barry Kilby Prostate Cancer Appeal on 17 June 2023.</p>	<p>This is a serious illness. In the UK, about 1 in 8 men will be diagnosed with prostate cancer in their lifetime. Get tested - book here: https://bkpca.mypsatests.org.uk/Events/</p>	<p>17 June 2023</p>
<p>Matchday We supported Hospice at Home vs Tranmere. We will be supporting Samaritans v Northampton with a bucket collection.</p>	<p>Details to be confirmed.</p>	<p>Complete TBC</p>
<p>Retail Retail sales remain strong. New products are arriving all the time. The 22/23 kit is now close to selling out with only limited stock and sizes remaining. It has been an exceptional seller. Retail income is up +43% on 21/22 up to the end of February. A new kit supplier has been appointed and the first manufactured samples of the 23/24 kit have been approved. The new web-store development is continuing. This should be fully up and running from May (subject to testing in April).</p>	<p>Check out https://www.bluesstore.co.uk/ https://theterracestore.com/collections/carlisle-united A more detailed updates will be provided in April. Further updates to follow.</p>	<p>Information April 2023 31 May 2023</p>
<p>Tickets Despite appeals, we have seen no change to fans coming very close to kick off to change their tickets (from one terraced area to another, or from one seated area to another). This impacts on service times, queues and selling tickets to fans buying in the run-up to kick off is very significant. 23/24 season ticket details will be revealed at the end of our season. Sales to start in June.</p>	<p>The 50p standard charge and unrestricted ability to move at last minute even during the ticket rush close to kick off cannot continue. In 23/24 ticket exchanges and reprints on the matchday will be increased in cost and new restrictions will apply to help improve service on match-day. The timing reflects the need to know our divisional status for setting prices.</p>	<p>Information Details tbc in May 2023 May/June</p>
<p>Gates After Tranmere, and 20 home L2 games, the average total attendance is now 6,341 (with 5,986 home and 355 away). This total is +27% up on 21/22. Total ticket income is up +49% to the end of February. Tranmere proved a fantastic event as the 10 for 10 game. We had 12,700 home fans in a crowd of 13,410. It was the highest home crowd for a normal league game (non-playoff) since 2007 (over 15 years).</p>	<p>This is fantastic support. Fans are backing the team in the best numbers for over 10 years. The support for the 10 for 10 game was fantastic. Thanks to all who contributed and supported the event.</p>	<p>Information Complete</p>
<p>Catering and hospitality After 20 home L2 games catering total takings are now 58% up on 21/22:</p> <ul style="list-style-type: none"> • Home retail takings are up 73% (+64% 17 games). • Away takings 9% down. • Hospitality income is also +37% (previously +28% up on 21/22 after 17 games). <p>All hospitality until the end of the season is now SOLD OUT.</p>	<p>Strong performance continues to improve:</p> <ul style="list-style-type: none"> • More fans coming before games to support the catering at the club. • Reopened hospitality lounges are contributing. • Feedback is good. Bookings are very strong in games ahead. <p>https://www.carlisleunited.co.uk/commercial/testimonials/</p>	<p>Information</p>
<p>iFollow Our most recent streaming data is as follows - Bradford (A) 1055, Gillingham (A) 795. Possible iFollow streaming of the game at Sutton still remains to be confirmed by EFL.</p>	<p>Streaming numbers are excellent. Information to follow.</p>	<p>Information TBC</p>





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<p>Commercial Match sponsorships for the whole season are now all sold out. Foxy's and 74-75 lounge are now sold out for all remaining games.</p> <p>There are lots of opportunities to still get on board for the run-in, and also for 23/24.</p> <p>End of season Awards event has been launched. This promises to be a big and very special event, not to be missed. Tickets are selling fast. BOOK NOW</p>	<p>https://www.carlisleunited.co.uk/siteassets/documents-2223/commercial-borchure-2223.pdf</p> <p>Please call Debbie, Kerry and Martyn for commercial enquiries. Contact commercial@carlisleunited.co.uk.</p> <p>https://www.carlisleunited.co.uk/news/2023/march/event-book-your-place-at-our-end-of-season-awards-now/</p>	<p>Information</p>
<p>Programme As detailed in the media 22/23 will be the last for a club produced programme.</p>	<p>We are working with CUOSC and a group of fans looking at options for a fan-led and produced match programme. Further information to follow.</p>	<p>Information</p>
<p>Stadium The annual Safety Advisory Group safety process is scheduled for early June 2023</p>		<p>Information</p>
<p>EFL EFL Football is a highly compliance-driven business off-the-field. The regulatory regime continues to toughen, especially over club governance, finance and cost control, match day, safeguarding, EDI, security, H&S and player care. Financially an increasing number of clubs are breaching EFL regulations.</p>	<p>The Fan Led Review is bringing more compliance and regulation.</p> <p>Our operations are constantly being independently audited, reviewed and inspected.</p>	<p> Information</p>
<p>Fan Led Review White Paper on reform and the governance of the game has finally been published. The club made a submission to the White Paper targeted consultation in March.</p> <p>The EFL and PL and FA are negotiating changes to the game in parallel with these reforms.</p> <p>We continue to support the EFL objectives of an independent regulator, fair distribution of income from the game alongside spending control.</p> <ul style="list-style-type: none"> Well run clubs need to be rewarded. The solutions need to work for the whole pyramid.- distributions within. the EFL and interactions with NL all mean a 5-tier solution is essential for the pro-game. The PL must not be harmed. <p>We are also part of the Fair Game group of clubs striving to change the game for the better focusing on fairness, sustainability and success. Fair Game wants to see football governed with fairness, openness and transparency at its core. Ensuring it is run in the wider interests of football, that rewards hard-working well-run clubs.</p>	<p>Much remains unknown including – timing, scope, powers and impact.</p> <p>EFL is seeking 25% of joint PL /EFL broadcast income. The potential income impact on the club remains unknown, as are details the changes to the game and concessions the EFL and PL and FA are discussing.</p> <p>These concessions to the PL (given in exchange for more money to the EFL clubs) could be very significant – especially at L1/L2 level.</p> <p>Spending in the National League has the potential to destabilise the lower divisions of the EFL and undermine steps to make the EFL lower divisions more sustainable.</p> <p>Club CEO attended the Fair Game conference on 17 March 2023 https://www.fairgameuk.org/</p>	<p>Information</p> <p>Ongoing</p> <p>Complete</p>
<p>EFL Regulations and compliance The club has submitted its Future Financial Information to 30 June 2024 as required by EFL Regulation 16.6. This details the forecast trading and funding requirements to June 2024.</p>	<p>We plan to operate with no external funding in this period. This will mean we have traded with no external funding for 5 years. That is truly remarkable in the context of the EFL football finance environment.</p>	<p>Complete</p>
<p>We have completed the process to adopt new Articles of Association for both 1921 and Holdings. The boards of directors have both approved the changes. Holdings shareholders has passed and adopted the changes for Holdings in March.</p> <p>1921 shareholders voted to adopt new Articles and resolution during March.</p>	<p>https://www.carlisleunited.co.uk/news/2023/march/club-proposal-to-adopt-new-articles-of-association/</p> <p>Filings will be made at Companies House shortly.</p>	<p>Complete</p> <p>Complete</p>





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<p>EFL Safeguarding Safeguarding is a key area of focus for the club. https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/</p> <p>Scott Taylor is the club's Designated Safeguarding Officer, his details are here: https://www.carlisleunited.co.uk/news/2022/july/club-staff/</p>	<p>All club policies have been updated and its approach is detailed on the website https://www.carlisleunited.co.uk/safeguarding/</p> <p>Contact Scott with any Safeguarding issues.</p>	<p>Information</p> <p>Contact</p>
<p>EFL EDI and Mental Health We have finalised our Equality Action Plan 2022-2025 "Stronger Together".</p> <p>This is available on the website along with our Equality Statement as required by the EFL.</p> <p>Contact Nigel Davidson (EDI Officer) if you want to get involved in EDI, for more details.</p>	<p>https://www.carlisleunited.co.uk/news/2023/january/club-club-equality-statement/ https://www.carlisleunited.co.uk/news/2023/january/edi-equality-action-plan/ https://www.carlisleunited.co.uk/news/2022/july/club-staff/</p>	<p>Ongoing</p> <p>Contact</p>
<p>EFL clubs in the Community Report In late February, all clubs and Community Trusts received their own individual reports demonstrating the impact of the community work carried out.</p>	<p>The report revealed social value of £1.9m was generated in 21/22 by the projects and programmes delivered to the communities of Carlisle United</p> <p>https://www.carlisleunited.co.uk/news/2023/march/community-united-score-highly-in-community-trust-report/</p>	<p>Complete</p>
<p>EFL Green Code As an accredited "Green Club", we are committed to improving our environmental practices and operations as we continue our journey to a more sustainable future.</p> <p>We are still to formulate a Club-Fan 'Green Group' to work on a joint initiative. Fans with a passion for sustainability are wanted to help us.</p>	<p>We are formulating our Green Plan which we will publish in April https://www.efl.com/-/more/efl-green-clubs/#:~:text=In%20a%20first%20for%20football,the%20world's%20greene st%20football%20club.</p> <p>Get in touch via the SLO.</p>	<p>30 April 2023</p> <p>Contact us to Volunteer</p>
<p>Green survey We have been assessed in independent sustainability survey. The club has been ranked 11th in L2 by Sport Positive.</p>	<p>We felt it was important to take part in this review. We know we have a lot to do and have challenges in this area. We need to do more and be better as this review shows https://www.sportpositiveleagues.com/efl-league-two-2022/</p>	<p>Information</p>
<p>Academy New scholar intake for 23/24 has been confirmed.</p> <p>We are scheduled to receive a full routine independent audit of EPPP compliance in 22/23.</p> <p>Our request for host families to accommodate u18 scholars has been well supported. Thanks to those how are now working with us. There is still time to register an interest.</p>	<p>https://www.carlisleunited.co.uk/news/2023/march/academy-youth-team-academy-recruitment-complete/ Full EPPP audit date to be confirmed.</p> <p>https://www.carlisleunited.co.uk/news/2023/february/academy-can-you-help-us-to-house-our-players/</p>	<p>Complete</p> <p>Audit date tbc</p> <p>Contact us</p>
<p>Funding and finance 22/23 Budget We committed to increase spending on Player Costs and Other Football Costs in 22/23, to improve our on-the field performance and support Paul Simpson's plans. This increases Football spending to levels not seen for a number of years. This was budgeted to be partly balanced by significantly better income than 21/22.</p>	<p>Actual We are seeing a benefit from this higher Football spending in our league position which is then also flowing across into all aspects of the club. Some of the increase was budgeted but the 22/23 actual underlying trading is better than this budget. Business income (tickets, commercial, retail) has grown markedly so far this year. But so have Business Costs. As detailed elsewhere in this report.</p>	<p>Information</p>





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<p>Overall, our budgeted football spending in 22/23 will still outweigh this budgeted increase in underlying net income, creating a greater underlying loss and cash requirement than in prior years (before Football Fortune).</p> <p>We budgeted for our Football Fortune to be circa £0.7m lower in 22/23 compared with 21/22. As a result, the overall budgeted loss in 22/23 was significant (unbudgeted, Football Fortune and improved trading could have reduced this budgeted loss).</p> <p>The significant budgeted loss in 22/23 was planned reduce our current cash reserves in the bank as we budgeted to spend more cash than we got in. In the short term our cash reserves can support this spending.</p> <p>Our trade creditors position remains good with the liabilities being low. All our PAYE and VAT liabilities continue to be paid up in full and on time.</p> <p>In late January 2023 we settled the £120,000 commercial mortgage on club house, as the financing expired. This is from cash balances and reduces the club debt. Thus means our debt is now confined to Purepay £2.5m and Pioneer £448k.</p>	<p>Despite better than budgeted income, we still expect to suffer an actual overall loss but this will be lower than we budgeted.</p> <p>The actual cash the club is generating off-the-field, to fund the increased on-the-field Total Football Expenditure is better than planned. Cash reserves at the year end will be higher than budgeted (but still significantly lower than at 30 June 2023).</p> <p>We continue to be in a sound financial position day-to-day, with cash in the bank, but these are now falling as they do each year from Feb-June.</p> <p>In the context of other clubs our debt is comparatively low.</p>	
<p>Club financial model</p> <p>As fans know, the club is heavily loss-making overall every year without windfalls from Football Fortune income. We rely on this extra unbudgeted income from cups and player sales to reduce/avoid these losses (to make a profits and yield cash to fund future spending and re-investment in the wider club). This self-sufficient model is increasingly rare in the EFL</p> <p>Growing our Business Turnover from tickets, commercial, retail income and streaming helps to reduce this loss, all other things equal. However, rising Business Cost (like energy, wage cost increases, supply cost inflation, interest cost increases) and Football spending reduces these gains.</p> <p>Further detail and analysis of how our finance work are on the website.</p>	<p>This underlying context is unchanged in 22/23.</p> <p>Almost all other EFL clubs are also subsidised by shareholders who top up spending and who can provide emergency cash if required (we don't have that backstop). Those clubs that aren't, are almost entirely all fan owned.</p> <p>Other clubs (L2 and up the pyramid) are now publishing results showing the large losses being made across the EFL. This shows the games' continuing and increasing reliance on existing owners and a supply of new ones willing to donate huge amounts to clubs. Club losses re eyewatering.</p> <p>https://www.carlisleunited.co.uk/news/2023/january/finances-another-look-at-the-facts-and-figures/</p>	<p>Unchanged</p>
<p>As reported previously, it still cannot be ruled out that Purepay will require cash repayments in 22/23 (and beyond), as confirmed in the latest Audited Financial statements. The Holdings board continue to seek progress on this, but no new discussions have taken place.</p> <p>In mid-January 2023 the club again asked Purepay formally for talks.</p>	<p>Interest continues to accrue (not paid) on the Purepay loan. This is at an increased rate given rising base interest rates and compounding interest. The interest charge in 22/23 is expected to be significantly higher than 21/22.</p> <p>This request has been acknowledged as received but no other response has been given up to early April.</p>	<p>Position is unchanged</p> <p>Position is unchanged</p>
<p>Looking at the wider EFL football finances, club ownership, funding structures and funding support from shareholders are increasingly impacting the fortunes of clubs, especially negatively, when they go wrong.</p> <p>Ownership issues and financial instability is a huge drag on clubs and their ability to prosper and achieve success.</p>	<p>We are seeing increasing instances of clubs falling into distress where owner funding cannot support clubs at historic levels. This becomes a more severe problem and very damaging where a transition to new ownership does not happen quickly, the club falls deeper into crisis and then risks insolvency.</p> <p>The consequences of this can be catastrophic. They can reoccur and repeat over again and take years to recover. Clubs risk falling very rapidly down the pyramid and communities risk losing a key anchor in their civic society.</p>	