



CUSG 11 March 2024

Club update

This update is, focused on operational matters. Any further questions from CUSG groups at the meeting on 11 March 2024 will be detailed in the minutes.

Issue	Reference/Comments	Status
<p>Supporters Fan engagement A pre-xmas Fans Forum with the new owners was held on 18 December 2023 at Brunton Park and streamed live on Youtube</p> <p>The Piatak Family have taken part in a number of fan podcasts as they seek to engage and reach out to fans. They are also in the Fan Zone before each home game when in the UK. They issued a New Year statement on 1 January 2024 https://www.carlisleunited.co.uk/news/2024/january/club-a-new-year-message-from-the-piatak-family/</p> <p>Fan Forum held in Kendal in January 2024.</p> <p>Next 23/24 fan forum planned is being planned for around the time of the Derby fixture.</p>	<p>https://www.carlisleunited.co.uk/news/2023/december/club-watch-mondays-fans-forum/</p> <p>This will continue. This engagement by ownership is a significant development and builds on the club's otherwise high standing in fan engagement.</p> <p>https://www.carlisleunited.co.uk/news/2024/january/forum-south-cumbria-forum-at-kendal-town-fc/</p> <p>Details to follow</p>	<p>Complete</p> <p>Information</p> <p>Completed</p> <p>End of April</p>
<p>Family Excellence Award The club has received the results of the first visit of the 23/24 season from independent, mystery shoppers assessing our match day experience for families.</p> <p>The feedback is fantastic with the club ranked 5th in the EFL. A further final visit will take place in the second half of the 23/24 season.</p>	<p>The first visit took place vs Derby County with over 11,000 at Brunton Park. We have been assessed and ranked at 2nd in League One (first visit in 22/23 ranked us sixth of 24 in League Two) and 5th in the entire EFL (first visit in 22/23 ranked us 32nd of 72) in the EFL. https://www.carlisleunited.co.uk/news/2023/december/club-watch-mondays-fans-forum/</p>	<p>Information</p>
<p>Behaviour at games Behaviour at recent games has been excellent.</p> <p>We are continuing to implement an FA Fan Behaviour Action Plan to avoid further sanction against the club.</p>	<p>Thanks to all fans for the high standards they are showing.</p> <p>We will continue to work with fan groups on ways to avoid further incidents.</p>	<p>Information</p>
<p>Memorabilia continues to be collected and donated by fans. Options to display more are being explored by the SLO.</p> <p>We were successful in our £95,000 application to the National Lottery Heritage Fund for a joint memorabilia project, with Tullie House museum, Cumberland Council and University of Cumbria and CUFC Community Sports Trust.</p> <p>There is an opportunity for all the community to get involved please do so. Contact SLO Simon Clarkson slo@carlisleunited.co.uk</p>	<p>Any other donations will be welcome.</p> <p>https://www.carlisleunited.co.uk/news/2024/january/club-major-new-community-project-to-celebrate-the-legacy-of-carlisle-united/</p> <p>https://www.carlisleunited.co.uk/news/2024/march/club-make-your-voice-heard-as-we-shape-the-be-just-and-fear-not-exhibition/</p>	<p>Ongoing</p> <p>Information</p>
<p>Retail In the first 35 weeks of 23/24 from (2nd July until 17 Feb 2024):</p> <ul style="list-style-type: none"> • Total sales are up +162% versus 22/23 • Shop sales were up +103% • Online sales via the new E-Store were up nearly 9 fold versus 22/23 	<p>The 24/25 kit order was placed before Xmas. Provisional arrival date is the end of June /start of July 2024</p>	<p>July 2024</p>



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<p>Hospitality, Commercial, Partnerships and sponsorships</p> <ul style="list-style-type: none"> Match day sponsorships and hospitality are all sold out Foxy's / 74-75 takings are +37% up on 22/23 to game 18 versus Reading (+36% to the end of January 2023) The Fan Zone is still available to be sponsored game by game We have recently launched match day kid's birthday parties There is already a waiting list of 15 for the eight new boxes planned for the redeveloped East Stand We are well advanced in an internal review Business Process Review of the Commercial department. 	<p>Hospitality growth is now becoming constrained by lack of capacity. There is no hospitality availability for the rest of 23/24</p> <p>Development of the East stand is key to future growth (see below). These are proving very popular. https://www.carlisleunited.co.uk/news/2024/january/club-book-your-childs-birthday-party-now/ This is looking at all aspects of what we do in this area including products, price, service and process and opportunities fro growth. Other departments will follow.</p>	<p>Information</p> <p>Book here</p> <p>Information</p>
<p>Tickets</p> <p>In the first 18 home L1 games up to and including Reading:</p> <ul style="list-style-type: none"> Average attendance is 8316 (22/23 season average 6659) up +25% Home average 7488 (22/23: 6259) up +20% so far Away average 827 (22/23: 400) Match ticket yield per ticket is up +9% reflecting the price increases and mix <p>Attendances are the best since 74-75</p>	<p>3,050 season tickets were for sold 23/24 (22/23: 2,200) up +39%</p> <p>Overall home fan numbers, away fan numbers, average price per ticket sold and mix of tickets sold are all currently favourable against budget.</p> <p>The fan support is absolutely extraordinary.</p>	<p>Information</p>
<p>Ifollow</p>	<p>Latest data: Reading 938 Burton 810</p>	<p>Information</p>
<p>Media & Communications</p> <p>James Gates has joined the media team and another member of staff has been recruited to begin work in May.</p> <p>We are to exit the EFL Digital service from July 2024. We are implementing a new website, streaming platform and APP for 24/25 season</p>	<p>This will significantly change and improve what we do in this area. More details to follow.</p>	<p>Information</p> <p>Ongoing</p>
<p>Catering</p> <p>After 18 home L1 games, total takings are +65% better than the first 18 games of 22/23. Food up +65% Alcohol up +66%</p>	<p>Rate of growth is still being maintained.</p>	<p>Information</p>
<p>Fans Zone</p> <p>It goes from strength to strength. Takings are up+196% after 18 games versus 22/23 (+189% after 14 games) even though three games were Tuesday night games.</p> <p>Big screen and covered accommodation will continue for 23/24.</p> <p>Additional temporary toilets have been installed in the WRE</p>	<p>We would still welcome new food vendors to join us. Please contact catering@carlisleunited.co.uk.</p> <p>A big screen and covered bars will be in place at each game going forward. This is an interim measure for 23/24 pending permanent screen and cover for 24/25 onwards.</p>	<p>Information</p> <p>Get in touch</p> <p>July 2024</p>
<p>Community</p> <p>Unite For Access 2024 - Level Playing Field's annual celebration of access and inclusion for disabled sports fans took place at the Reading game.</p> <p>We supported International Women's Day at the Barnsley fixture and versus Reading</p> <p>We are supporting CUOSC's retro kit day versus Lincoln City.</p> <p>We have a huge event on 23 March with our One-Carlisle-One-Community match. https://www.carlisleunited.co.uk/news/2024/february/tickets-onecarlisleonecommunity-celebration-at-the-stevenage-game/</p>	<p>We are aiming for a crowd of over 10,000. #OneCarlisleOneCommunity</p>	<p>Complete</p> <p>Complete</p> <p>1 April</p> <p>23 March</p>



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<p>Projects</p> <ol style="list-style-type: none"> 1. The refurbish the player accommodation in the two club houses was completed in January 2024 2. Plans for the internal redevelopment of the East stand have been submitted to building control and planners. Tenders have been issued for the work. 3. Plans for the external redevelopment of the WRE turnstiles, toilets, fan zone, disabled viewing area and concessions area at the South East corner have been submitted for planning approval. 4. Plans for a new fan zone to the rear of the WRE stand in at the South-West end have been drawn up and submitted for approval. This involves planning permission for change of use. Two new containers ordered. 5. Plans for the redevelopment of the internal football areas in the West stand (both team changing rooms, official changing and physio) are being drawn up. 6. The project to create a new first team and academy training facility is progressing. 7. Plans for large permanent Fan Zone big screen have advanced. A 7.5m x 4.5m screen has been purchased and is in production for installation for Euro 2024 8. We have purchased electronic pitch-side LED perimeter advertising boards ready for the start of next season 9. We are making plans for a refurbishment of the Neil Centre 10. Plans are being drawn up for the annual stadium pitch refurbishment 	<p>Complete. We are also looking at investing in new accommodation for players to replace existing rental properties</p> <p>This is a multi-million investment with work to start after all legal approvals https://www.carlisleunited.co.uk/news/2024/january/club-east-stand-and-warwick-road-end-development/ Work is planned to start in the closed season.</p> <p>This will result in a new container bar and food concession behind the WRE near the Shop</p> <p>Further updates to follow.</p> <p>Discussions are continuing and plans are being developed Plans are being drawn up for a Euro Fan Zone with big screen nights for games. These will installed in the TV arc for 24/25 Further updates to follow Further updates to follow Planned to start in May Further updates to follow</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Wk1 June 2024</p> <p>July 2024</p> <p>Q2 2024</p> <p>May 2024</p>
<p>Finances</p> <p>22/23</p> <p>We are now in the reporting season for EFL clubs to publish their annual financial results for last season 22/23. Recent L1 and L2 announcements have included:</p> <ul style="list-style-type: none"> • L2: Barrow loss £1.8m, Sutton loss £950k, Crewe loss £1.2m, Grimsby profit £245k (after a cup run), Crawley loss £4m, Orient loss £3.9m • L1: Morecambe loss £1.3m, Forest Green Rovers £1.4m loss, Barnsley £4m loss <p>The Club's own Audited Accounts for the year ended 30 June 2023 have been approved and will be filed shortly. As detailed in</p> <p>23/24</p> <p>Creditors continue to be paid up to date including HMRC. We have no interest-bearing debtor third party secured debt either. We continue to operate within EFL SCMP rules</p> <p>Steps to forgive and waive the intercompany debt of £2.45m due from the Club to Castle Sports Group (arising from the Purepay debt) have now been agreed and will be affected in 23/24 financial year before the current year end,</p>	<p>Football finance across the wider game continues to rely on owners funding and exceptional Football Fortune from player sales and cup runs.</p> <p>As detailed going back to September 2023 our audited loss before tax for the promotion season will be £0.66m. A full detailed analysis will be issued on the website alongside the filing at Companies House</p> <p>We have a healthy cash balance and our short and longer term financial position is strong.</p> <p>This will release the Club from the £2.45m debt and make the club debt free apart from the unsecured and interest free legacy Pioneer debt which is being cleared over a 5 year period. This will give rise to a significant exceptional income gain in 23/24 which will benefit the financial results for the year.</p>	<p>31 March 2024</p> <p>Before 30 June 2024</p>
<p>Academy</p> <p>We remain scheduled for full routine independent audit of EPPP compliance in 23/24.</p>	<p>Full EPPP audit date to be confirmed.</p>	<p>Audit date tbc</p>
<p>We are in the closing stages of recruiting a new Academy Manager. We are also recruiting a new Head of Academy Recruitment</p>	<p>Ongoing https://www.carlisleunited.co.uk/news/2024/february/vacancy-head-of-academy-recruitment/</p>	<p>31 March 2024 Ongoing</p>



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<p>Football regulations</p> <p>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, agents, safeguarding, EDI, security, H&S and player care. Financially an increasing number of clubs are breaching EFL regulations. The Football Regulator arising from the Fan Led Review will bring more compliance and regulation.</p> <p>New EFL regulations to replace SCMP player spending controls are expected for 24/25 in the light of new UEFA spending regulations.(which impact PL and ripple into EFL).</p>	<p>Club operations are constantly being independently audited, reviewed and inspected. The instances of clubs being charged and sanctioned for financial and other regulatory breaches by EFL and FA are continuing.</p> <p>Details to follow in Q2 2024.</p> <p>The planned 72 club EFL meeting for 29 February 2024 was cancelled.</p>	<p>Information</p> <p>Information</p>
<p>Independent football regulator</p> <p>The legislation is still awaited. PL and FA are continuing to negotiate changes to the game in parallel with these reforms.</p>	<p>Still no proposal has been put forward by the PL to date to address the systemic financial issues created by the currently flawed distribution model.</p>	<p>Ongoing</p>
<p>EFL Safeguarding</p> <p>Safeguarding remains a key area of focus for the club. https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/ . We have our strategy "Safer together" being implemented.</p> <p>We are expecting an independent audit of safeguarding by Barnardo's in 23/24.</p>	<p>Our strategy and all club safeguarding policies have been reviewed and updated for 23/24. Our overall strategy, approach and the documents are detailed on the website https://www.carlisleunited.co.uk/safeguarding/ 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>Information</p> <p>Contact</p> <p>Audit date tbc</p>
<p>EFI Fan survey</p> <p>The EFL Supporters Survey 2023/24 was launched in November, continuing the League's biennial commitment to engaging fans of all clubs to obtain feedback on many key topics surrounding the modern game and their club. It is now closed.</p>	<p>We will publish results when available from the EFL.</p>	<p>tbc</p>
<p>Questions</p>		
<p>When will we see the finalised east stand plans as some fans would like to start planning alternative seat selections if they are going to be displaced?</p>	<p>See above – we are working with Council planners to finalise the plans. As soon as that is done we will confirm.</p>	
<p>Will fans be able to book hospitality packages in the east stand once opened or is it all going to be corporate for businesses only?</p>	<p>Yes - Current plan is to have no restrictions on who can book</p>	
<p>Will there be an end of season dinner this year?</p>	<p>We are looking at doing something different and changing what we normally do. Details to follow.</p>	
<p>When will season ticket details for 2024/25 be available?</p>	<p>Late April</p>	
<p>What will become of the current training pitch when no longer needed. More car parking?</p>	<p>Still to be decided</p>	
<p>Are monthly published CEO updates now a thing of the past under the new ownership?</p>	<p>Detailed updates will continue to be provided as part of each CUSG meeting.</p>	