

CUSG update
8 August 2022

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 8 August 2022.

Issue	Reference/Comments	Status
Fan initiatives		
Memorabilia continues to be collected and donated by fans.	As CUSG funds allow – it will be put on display.	Ongoing
Glass bar New signage installed, room refreshed with a repaint. More JG memorabilia is to be installed. New section being developed for the website covering all stories from St Jimmy's Day, linked to rededication of the Sunset Suite as the Glass Bar.	Dedication event to be arranged by SLO. QR codes in the bar will allow fans to access content quickly. https://www.carlisleunited.co.uk/club/st-jimmys-day/	TBC In place for Swindon
Playing shirt amnesty to hand back old shirts for reuse is continuing.	Ideas for other recipients are most welcome. Donation points are in the Blues Store and East stand upstairs ticket office/reception. https://www.carlisleunited.co.uk/news/2021/december/club-donate-your-old-shirts-for-good-causes/	Ongoing
Game wide action and intervention on fan behaviour has been raised previously. Crawley game had no significant fan issues. Great atmosphere. A new package of policies and actions was launched earlier this week with the all-football campaign 'Love football. Protect the game' To the small minority of people who behave in an offensive, anti-social or unacceptable manner, the message is clear, we will not tolerate illegal or dangerous behaviour. If you do it, you will now be dealt with through a combination of police action and automatic club bans.	Fans are reminded vaping is not allowed in the stadium. Some u14 fans continue to arrive unaccompanied to seek entry. Parents are being called to take them home. https://www.carlisleunited.co.uk/news/2022/july/love-football-protect-the-game/ Up The Blues but FFS... For Football's Sake and for Carlisle's sake ...forget the pyros, keep off the pitch and don't become involved in misbehaviour or disorder inside Brunton Park, away from the ground in our community, or on your travels.	Information
Following homophobic abuse directed at an opposition player and a Court conviction, the club has issued an indefinite ban plus, requirement to attend KIO. The ban will be reviewed at the start of next season.	This is a strong message. Homophobic abuse will not be tolerated.	Complete
Final Owner forum held as per EFL Regulation 127 scheduled on 30 June.	https://www.carlisleunited.co.uk/news/2022/june/live-blog-from-the-thursday-fans-forum/	Complete
The 22/23 Club Charter has been updated as required by EFL regulations. It has been reviewed by SLO. If CUSG has any comments these would be welcome.	https://www.carlisleunited.co.uk/fans/club-charter/	Information
A revised Spectator Code of Conduct for Covid has been put in place for this season in consultation with SLO. It reflects a return to unrestricted arrangements.	https://www.carlisleunited.co.uk/siteassets/documents-2223/policies/covid-spectator-code-of-conduct-2223-v2.2-jul-2022.pdf	Information
Retail New kit sales are very strong. Sales in the last quarter are 47% up on last year 21/22. It is the best launch period on record. Kit contract is due for renewal and expires in June 2023. Provider for 23/24 and beyond is to be contracted. Priority project is an upgrade of the online store, funds permitting. It is well overdue for upgrade.	New order already placed for extra shirts and kit to replenish stocks after very high sales so far (expected to be delivered in October). Supplier to be reviewed and confirmed. Options for improvement and upgrade to be considered.	Information 30 Nov 2022 30 Nov 2022

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<p>Online sales via Terrace continue to grow.</p> <p>Beer mats in place with QR codes to click and collect, buy from Blues Store at your seat in bars.</p>	<p>Check out https://theterracestore.com/collections/carlisle-united</p>	<p>Information</p> <p>Information</p>
<p>Catering</p> <p>22/23 season has new innovations:</p> <ul style="list-style-type: none"> • Ice cream van withdrawn. New waffle seller in place. • Additional Horse Box bar in WRE to increase capacity, selling draught beer. • New bar in Pioneer stand to increase capacity – equipment waiting install. • Legends Bar refurb complete and available for hire. • New large outside container bar in the Fan Zone open. • Wider beer choice – new brands – Heineken Silver, Neck Oil. • Increased pumps in away end. <p>Xmas party bookings being taken – non match day event booking available.</p> <p>Retail catering income at Crawley from bars and stadium outlets was the second highest so far since catering came in-house. Beaten only by Northampton when the gate was much higher at 8,514 (with 15% more buyers than Crawley).</p> <p>Disappointingly, a number of issues were suffered at Crawley, including:</p> <ul style="list-style-type: none"> • Balderstone's bar suffered total IT outage at 2.20pm preventing sales and leading to huge pressures on other Pioneer bars. • New container bar was overwhelmed by fan demand: <ul style="list-style-type: none"> • pump failed before kick-off under very high volumes of sales. • high demand meant Tyrrell Blonde sold out before kick off • Staff "no shows" (despite overbooking) and walk-offs hit service affecting pre-orders (East stand) queues / stock replenishment. <p>Feedback on Foxy's for Hospitality and a new plated service was good.</p>	<p>Status:</p> <ul style="list-style-type: none"> • In place of Crawley – not available for Swindon – will return after • Open in August • Complete • Open for Crawley – very popular, positive feedback • In place for Crawley • In place for Crawley <p>Contact: catering@carlisleunited.co.uk</p> <p>Glass Bar and Ross's Bar recorded best ever takings since taking over (even beating Northampton). High takings achieved was despite a series of operating issues affecting East stand and Container bar.</p> <p>Remedial actions already taken includes:</p> <ul style="list-style-type: none"> • IT fault identified, fixed and tested - confirmed by IT provider. • More space, more seats, more capacity to be introduced. <ul style="list-style-type: none"> • bar pump to be replaced with treble capacity for Swindon. • increase stocks across the board. • recruitment is difficult. A series of additional recruitment days is being held. Agency staff are also being sought. Any fans who want to help in bars would be most welcome. <p>Issues overshadowed the new initiatives and any positives at that game. Catering staff working hard to address issues.</p>	<p>Complete</p> <p>31 August</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Information</p>
<p>Options for a semi-permanent fan marquee are being progressed with CUOSC. We hope to increase the size of the Fan Zone as demand grows. This will impact West Stand car parking.</p>	<p>Options to be evaluated after the new container bar is in and established.</p>	<p>30 Sept 2022</p>
<p>Second half-yearly fan catering survey issued. We said another survey will be undertaken at the end of the season</p>	<p>We want to improve and develop to address fan needs and issues. This requires fans to help us and make their voices heard and give feedback. This will now be issued once new initiatives for 22/23 are up and running.</p>	<p>Nov 2022</p>
<p>Tickets Season tickets on sale until 12 August. https://www.carlisleunited.co.uk/news/2022/august/season-tickets-only-available-until-friday-12-august/</p> <p>Match day ticket receipts vs Crawley were the best opening day since 2015/16 season, despite only 166 away fans.</p>	<p>Season ticket sales 2008 with income +18% up and yield per ticket up +9%.</p> <p>Flexi-tickets are then the best alternative until half-season tickets go on sale.</p>	<p>Information</p>

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Beer mats in place with QR codes to click and collect buy tickets at your seat in bars.	Matchday ticket receipts were beaten only twice in our previous 88 L2 home games (Lincoln 2019 with over 2000 away fans in a gate of 6800 and Barrow in November 2021 with gate of 7500 and 1600 away fans).	
Commercial A new commercial team is now in place. Commercial deals so far are improved on 21/22, which is also encouraging. New opportunities available for: <ul style="list-style-type: none"> Fan Zone sponsor Family Zone sponsor First event for a relaunched Business Club is being planned. North Lakes Energy has extended its long term and generous support by becoming U18 Youth team sponsor as well as sponsor of Foundation and Youth Development phases from U9-U16.	Full details of opportunities are here: https://www.carlisleunited.co.uk/siteassets/documents-2223/commercial-borchure-2223.pdf Contact commercial@carlisleunited.co.uk Further details to follow. Further details to follow..	Information 31 Aug 2022 Information
Stadium <ul style="list-style-type: none"> Replacement LED lighting on west side is continuing to be installed throughout as the old lighting is life expired. Painting of West Stand internal areas is continuing with football areas complete. August will focus on fan areas again. New flooring for McVities bar installed. New home dressing room floor installed. New furniture is required for Legends to complete its refurbishment. 	Much of this work is invisible, but nevertheless essential.	Ongoing Ongoing Complete Complete Ongoing
The annual audit by the Safety Advisory Group and SSGA licencing requirements are all now complete. Minor repair work completed. SGSA licence to admit spectators is in place until 31 July 2023 for the 22/23 season. General Safety Certificate issued by Cumbria County Council for 22/23 at capacity of 17,300. Full structural survey planned for 22/23.	Thanks to PMS, Bingham Yates, Pioneer and Carlisle Glass, and the many contractors who supported us.	Complete 31 Dec 2022
Directors Nigel Davidson appointed new CUOSC director on the 1921 Board after completion of EFL Owners & Directors Test.		Complete
EFL EFL Football is a highly compliance-driven business off-the-field. This is increasing. Our operations are constantly being audited, reviewed and inspected. The regulatory regime continues to toughen with increased scrutiny – especially over Finance and cost control, match day, Safeguarding, EDI, security, and H&S and player care.		
EFL Safeguarding standards issued for 22/23 – now extended to 23 pages of requirements. Safeguarding is a key area of focus for the club. https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/ Scott Taylor is the Club's Designated Safeguarding Officer, his details are here: https://www.carlisleunited.co.uk/news/2022/july/club-staff/ The FA Play Safe Safeguarding weekend will take place on 17-18 Sept 2022. All club directors are undertaking mandatory EFL Safeguarding training	All club policies have been updated and its approach is detailed on the website https://www.carlisleunited.co.uk/safeguarding/ Contact Scott with any Safeguarding issues. This is a regulation requirement for all EFL club directors.	Information Information 18 Sept 2022 Information

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<p>EFL EDI strategy and EFL EDI Code of Practice standards for 22/23 have been issued. These now extend to 49 pages of requirements. https://www.carlisleunited.co.uk/news/2022/july/efl-new-equality-code-of-practice/ These increase the importance of EDI within the club.</p> <p>We have received the results of the EFL Diversity Standard Code of Practice submission. We partially met the EFL criteria and further work is required to achieve the EFL EDI Code of Practice standards for 22/23.</p> <p>New EDI and mental health section on club website. Nigel Davidson is the Club's EDI Officer his details are here https://www.carlisleunited.co.uk/news/2022/july/club-staff/ Club will support Cumbria Pride in September.</p>	<p>The implementation of this EFL EDI strategy flows into all clubs including CUFC through EFL regulations. This has started with the EDI Code of Conduct accreditation.</p> <p>The club will engage in more EDI projects as a result, in-line with the Code of Practice and EFL regulations. The club is required to produce an Equality Action Plan with a further review of the club's work and compliance audit to take place in 22/23 as part of the Code of Practice certification. This flows from the recommendations of the Fan-Led Review. https://www.carlisleunited.co.uk/fans/equalitydiversityinclusionandmentalhealth/ Contact Nigel Davidson with any EDI issues.</p> <p>Further details to follow.</p>	<p>Information</p> <p>Information Ongoing</p> <p>Information</p> <p>Sept 2022</p>
<p>The next EFL compliance area is completion of the first stage of the new EFL Green Code.</p>	<p>This will be a major challenge for us. We have yet to commence involvement.</p>	<p>Start July 2022</p>
<p>EFL Youth Development Rules 22/23 have been issued and now run to 109 pages of requirements. We are scheduled to receive an audit of compliance in 22/23.</p> <p>They now require a full-time staff member responsible for Player Care. This is funded by new cash from the Premier League. This flows from the recommendations of the Fan Led Review.</p>	<p>Academy operations are heavily compliance driven with very significant regulation and independent monitoring and inspection.</p> <p>Details to be confirmed. Position advertised. https://www.carlisleunited.co.uk/news/2022/july/vacancy-academy-player-care-lead/</p>	<p>Information</p> <p>tbc</p> <p>Information</p>
<p>Funding No new external debt funding is planned in 22/23.</p> <p>The Holdings Board continues to seek a way forward to agree a repayment programme with Purepay to pay down capital and service the interest.</p> <p>As said before, it cannot be ruled out that PurePay will require cash repayments in 22/23 (and beyond), as confirmed in the Audited Financial statements.</p> <p>We continue to be in a sound financial position day-to-day, with cash reserves in the bank.</p> <ul style="list-style-type: none"> • 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>Interest continues to accrue (not paid) on the PurePay loan.</p> <p>A new proposal was made in late May. We are waiting for a response. No new discussions have taken place.</p> <p>Position is unchanged.</p>	<p>Information</p>
<p>Questions</p>		