

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 23 January 2023 and answers will be detailed in the minutes.

Issue	Reference/Comments	Status
Supporters		
Fan memoriam tributes We wish to record our great thanks to Jim Mitchell. He was a rep in these CUSG fan meetings for CUOSC and passed away since the last CUSG meeting just before xmas. He will be sadly missed.	https://www.carlisleunited.co.uk/news/2022/december/club-farewell-to-a- dear-friend/	
On 4 February 2023 (Harrogate) we will be sharing tributes to fans who have passed away since July 2022. If you have lost a loved one since our last tribute in July get in touch.	https://www.carlisleunited.co.uk/news/2023/january/in-memoriam- remembering-those-weve-lost/	4 Feb 2023
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.	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: <u>https://bkpca.mypsatests.org.uk/Events/</u>	17 June 2023
Memorabilia continues to be collected and donated by fans. The collection is now sizeable and still growing. Further donations are all very welcome. 74/75 memorabilia is to be displayed in the renamed '74/75 lounge'.	Any other donations will be welcome. Details of what has been collected will feature in a future website article.	Q1 2023
74-75 Lounge The room previously known as the 'Sponsors Lounge' in the West Stand is to be rededicated and rebranded as the '74-75 Lounge'. H&H are preparing the design and branding.	74-75 memorabilia has been collected by CUSG and will be put on display for the first time.	
It is in full use as a different type of lounge for sponsors and match day hospitality guests.	A rededication event is being planned for Q1 2023, and a number of players from 74/75 are confirmed to be attending.	4 February 2023
Any businesses interested in sponsoring or using this lounge on a match day can contact the commercial team.	Call Debbie, Kerry and Martyn for commercial deals and match sponsorships / hospitality. Contact commercial@carlisleunited.co.uk.	Contact
Pioneer Bar dedications The new bar in the Pioneer stand (formerly shop) will be dedicated in honour of Tony Hopper. The large unnamed bar in the Pioneer will be dedicated in honour of John Halpin. A west side ground floor lounge used by players/staff will be dedicated to Alan Ashman.	Names of preferred fan choices were collected by CUSG via SLO. 'Hopper's Bar' to be named in Q1 2023. 'Halpy's Bar' to be named in Q1 2023. Timings tbc.	31 March 2023 31 March 2023 tbc
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. Further shirts have been on display in the east stand reception.	https://www.carlisleunited.co.uk/news/2021/december/club-donate-your-old- shirts-for-good-causes/_More donations welcome. The club is seeking shirts missing from the collection to complete the display.	Ongoing Ongoing
Behaviour at games Fan support remains brilliant. The club has been subject to three FA investigations after incidents before Xmas and has now incurred a fourth after flares at Crewe (A).	These incidents are by a very tiny fraction of fans - just one or two people out of over 5,000.	Information
The club has issued a reminder to the tiny handful of fans who let off flares. https://www.carlisleunited.co.uk/news/2023/january/club-for-footballs-sakeno-flares/	For the tiny minority who behave in an offensive, anti-social or unacceptable manner, the message is clear, you will be dealt with through a	
The club has also been contacted by the EFL and is under scrutiny by them after racist chants from at WRE at the Bradford game were reported by home fans, away fans and the Police.	combination of police action and club bans.consequences.Any fans with information please contact the club.THEVERAWE TO PLACE INCUR GAME.	Appeal
Up The Blues but FFS … For Football's Sake and for Carlisle's sake … No flares and no racist chants.	We will be increasing the appeals to fans with posters and social media to try and get the message across.	Appeal



Issue	Reference/Comments	Status
Retail New kit sales remain strong. Retail sales in the half year to 31 December are +41% up on 21/22 (+32% after Q1). Online sales via Terrace continue to grow.	Check out https://theterracestore.com/collections/carlisle-united	Information
The kit contract is due for renewal and expires in June 2023. The process to appoint a kit supplier is ongoing and on schedule, and further updates will be provided in coming months.	Further updates to follow.	Q1 2023
The priority IT project is an upgrade of the online store. It is well overdue for upgrade. This process is planned to accelerate in the New Year.	Further updates to follow.	Q1 2023
 Catering and hospitality After 12 home games catering total takings are +39% up on 21/22 (21/22 also included Barrow, which was the highest take last year) overall: Home retail takings are up +56% (+46% after 10 games) in part due to +22% increase in buyers (as a result of average increased gates) and spend per head is also up +28% (previously +24% after 10 games). Hospitality income is now also +16% (previously +2% up on 21/22 after 10 games). 	 Encouraging to the season half-way point as Winter now takes over: More fans coming before games to support the catering at the club. This is forecast and anticipated to catch up in coming games. Feedback is good. Bookings are very strong in games ahead. <u>https://www.carlisleunited.co.uk/commercial/testimonials/</u> Takings vs Bradford were the highest since catering came in-house. 	Information
Overall, the match experience continues to improve, but we do experience the odd setbacks.	We review these and steps to avoid repeats.	Information
We continue to invite former players as guests for match day in bars and lounges. This is adding to the match atmosphere and more players are scheduled to come.	Dean Walling and Ian Arnold were guests at the Newport game. Danny Livesay is guest v Harrogate along with Les O'Neill, Graham Winstanley, George McVitie.	Information
Fans may have seen reports of beer cost price increases due in the New Year from Heineken:	At this stage it appears unavoidable that a price increase will be necessary in the New Year on beers in the stadium.	Information
https://www.dailymail.co.uk/news/article-11429931/Heineken-price-increases-London- pubgoers-face-7-pint-draft-beers-ciders.html	With the help of fans we are benchmarking our alcohol prices against other similar clubs in L2 and other local alternatives on a match day, to ensure our	
We are looking at the implications on the cost of our supplies going forward.	prices remain competitive.	
Gates After 12 home L2 games, the average total attendance is now 5,639 (with 5,304 home and 335 away). This total is +18% up on 21/22 so far (despite 21/22 including 7,470 from the Barrow game which is still to be played in 22/23). This is fantastic support.	 Home average gates so far are the best for over a decade in terms of: total gates, average home fans and home fan walk up totals. 	Information
Fans are backing the team in the best numbers for over 10 years.	• 11 out of 12 home L2 games have seen more than 5,000 fans. Bradford saw the highest gate for a league game (without low price ticket offers) for over a decade.	
Tickets Season ticket sales including half season are now 2,176 (21/22: 1,854).		
After 12 home L2 games match day ticket income is up +36% on 21/22 so far after 12 home L2 games and is again the best for a decade so far. This is critically important in funding the committed increased Player Costs spending in 22/23.	 The significant match day ticket income increase is a consequence of: +22% increase in numbers of home fans walking up. +14% increase in the yield of income earned per ticket. 	Information
We again remind fans coming close to kick off to change their tickets (from one terraced area to another, or from one seated area to another) or who have forgotten season tickets, that it has a severe impact on service times, and selling tickets to fans buying in the run-up to kick	No change of behaviour is being seen. We are reviewing the reprint and move charges on a match day. We encourage fans to check they have their season ticket before getting to	Ongoing
off is very significant as transfers are time consuming.	the game, and to move stands before the match day.	mormation



Reference/Comments	Status
For details of future matches on iFollow check out the website: <u>https://www.carlisleunited.co.uk/news/2022/november/efl-huge-month-of-live-coverage/</u> The streaming numbers are excellent given the CUFC attending the games.	Information
Limited opportunities are still available for matchday hospitality – these are going fast. Please call Debbie, Kerry and Martyn for commercial deals and match sponsorships / hospitality. Contact <u>commercial@carlisleunited.co.uk</u> .	Information
https://www.carlisleunited.co.uk/news/2022/october/programme-read-this- seasons-programmes/ It takes 15 hours to produce.	Information
Thanks to Caldew Plumbing and ECC Electrical for their emergency support in the aftermath and run up to the Bradford game To begin Q4 2022.	Information June 2023
Staff worked from 10pm to protect the club in a fantastic precautionary effort. This was a reminder of the flood risk at BP. With ground water levels and water volumes the flood risk is now higher than normal.	Information
This is increasing. Our operations are constantly being audited, reviewed and inspected. The next EFL all club meeting is 23 February 2023.	23 Feb 2023
Our process of ensuring compliance is ongoing with legal formalities in process. This will result in member (shareholder) meetings being called for 1921 and Holdings, resolutions proposed, voting and then, filings at Companies House (if the resolutions are passed by 75% majority - CUOSC can veto the change as a 25.4% shareholder in Holdings) and is considering its position and support. Fans will see these formalities this in the coming weeks.	Information
	For details of future matches on iFollow check out the website: https://www.carlisleunited.co.uk/news/2022/november/efl-huge-month-of-live- coverage/ The streaming numbers are excellent given the CUFC attending the games. Limited opportunities are still available for matchday hospitality – these are going fast. Please call Debbie, Kerry and Martyn for commercial deals and match sponsorships / hospitality. Contact <u>commercial@carlisleunited.co.uk</u> https://www.carlisleunited.co.uk/news/2022/october/programme-read-this- <u>seasons-programmes/</u> It takes 15 hours to produce. Unless sales increase, production cannot be justified after this season. Thanks to Caldew Plumbing and ECC Electrical for their emergency support in the aftermath and run up to the Bradford game To begin Q4 2022. Staff worked from 10pm to protect the club in a fantastic precautionary effort. This was a reminder of the flood risk at BP. With ground water levels and water volumes the flood risk is now higher than normal. This is increasing. Our operations are constantly being audited, reviewed and inspected. The next EFL all club meeting is 23 February 2023. Our process of ensuring compliance is ongoing with legal formalities in process. This will result in member (shareholder) meetings being called for 1921 and Holdings, resolutions proposed, voting and then, filings at Companies House (if the resolutions are passed by 75% majority - CUOSC can veto the change as a 25.4% shareholder in Holdings) and is considering its position and support.



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Inity Excellence Award has received the results of the first visit of the 22/23 season of independent, shoppers to assess our match day experience for families. visit has assessed us as being ranked at sixth of 24 in League Two (21/22: year 6th) I (21/22: 28th of 72) in the EFL. It covered 10 areas. detailed here: https://www.carlisleunited.co.uk/news/2023/january/club-mystery-survey-received/	Information
porter Sanctioning Guidance is considering the EFL advice and how best to incorporate and adopt its guidance. <u>efsa.org.uk/news/efl-unveils-new-sanctions-policy/</u> be finalised. CUSG feedback to be collected at the meeting and implementation will ther be finalised.	Q1 2023
This specific report on the CUFC Trust will be made public in February. This specific report on the CUFC Trust will be made public in February. This specific report on the CUFC Trust will be made public in February. This specific report on the CUFC Trust will be made public in February. A review of the community impact across the entire EFL is here <u>https://www.carlisleunited.co.uk/news/2023/january/efl-national-report-impact-on-the-community/</u>	Feb 2023
eguarding Safeguarding is a key area of focus for the club. All club policies have been updated and its approach is detailed on the website https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/ All club policies have been updated and its approach is detailed on the website https://www.carlisleunited.co.uk/safeguarding/ vw.carlisleunited.co.uk/news/2022/july/club-staff/ Contact Scott with any Safeguarding issues.	Information Contact
The rules are in place to safeguard children and meet our obligations as a responsible club and address the misbehaviour. U14 who are found to be unaccompanied will be taken into the care of the match day safeguarding team and the parent/guardian contacted to take them home or, failing that, be returned home by the Police.	Information
and Mental Health Code of Practice standards for 22/23 have been The need for action by CUFC flows from EFL ons. Key is the EDI Code of Conduct accreditation. tandard compliance is mandatory by all EFL clubs d of 2023 as a minimum.	Information Ongoing
ww.carlisleunited.co.uk/news/2022/july/efl-new-equality-code-of-practice/ finalised our Equality Action Plan 2022-2025 focussing on four specific areas. This ble on the web site along with our Equality Statement as required by the EFL. t EFL progress meeting was held on 19 January where the incident vs Bradford was	Complete Complete
	uary/edi-equality-action-plan/



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At the Sutton game CUFC we supported Carlisle Key in holding a clothing collection.	https://www.carlisleunited.co.uk/news/2022/december/clothing-appeal- united-team-up-with-carlisle-key/	Complete
We held our first networking session with some of the Equality, Diversity & Inclusion (EDI) groups we have been building relations with before the Sutton United home game	https://www.carlisleunited.co.uk/news/2022/december/edi-first-networking- meeting-held/	Complete
building relations with before the Sutton United home game In February we are supporting FvH in its month of action.	https://www.footballvhomophobia.com/professional-clubs/	Information
We will be supporting other initiatives in the coming months, Including the local Bloodbikes charity <u>https://bloodbikescumbria.org.uk/</u>	Watch for details. Contact Nigel Davidson the Club's EDI Officer if you want to get involved in EDI, or for more details. https://www.carlisleunited.co.uk/news/2022/july/club-staff/	Contact
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. EFL Green Clubs scheme provides a framework for us to improve our approach to environmental questionshility, affering beengles guidenes and	Following receipt of our Improvement Plan, we will now strive to becoming fully accredited and receive the Green Code Accreditation mark.	Ongoing
EFL Green Clubs scheme provides a framework for us to improve our approach to environmental sustainability, offering bespoke guidance and practical advice to help implement continual change.	We will be formulating a Green Plan by 31 March 2023 which we will publish. <u>https://www.efl.com/-more/efl-green-</u> <u>clubs/#:~:text=In%20a%20first%20for%20football,the%20world's%20greene</u> st%20football%20club.	Q1 2023 31 January 2023
We will formulate a Club-Fan 'Green Group' to work on joint initiative. Fans with a passion for sustainability are wanted to help us.	Get in touch via the SLO.	Volunteer
Green Football Weekend We have earmarked 4 Feb vs Harrogate as our "Green Weekend" game. We are looking at initiatives around that game. <u>https://www.greenfootballweekend.com/</u>	Watch for further updates. https://www.greenfootballweekend.com/	4 Feb 2023
We are planning to expand the Fan Zone to showcase representatives from Green businesses.	If you are interested or want further details contact Natasha at sustainability@carlisleunitedcst.co.uk	Contact
There will also be a walk to the match' arranged by the SLO.	Watch out for further information	Information
Planet League Working jointly with the Community Sports Trust in schools, we are participating in the Green Football Cup with Planet Football.	Check out here for the background <u>https://planetleague.co.uk/</u> GREEN GOALS	17 January 2023
This aims to make learning about climate and sustainability fun, competitive and inspiring for kids.	Sign up now and take part.	Sign up now
Academy We are scheduled to receive a full routine independent audit of EPPP compliance in 22/23.	Full EPPP audit date to be confirmed.	Audit date tbc
Matthew Scandle is our Player Care Lead focused on providing support and care especially in relation to player mental health.	https://www.carlisleunited.co.uk/news/2023/january/academy-player-care- lead/	Contact



Issue	Reference/Comments	Status
Funding and finance The annual independent external financial audit is complete and the accounts were approved by 1921 and Holdings board on 9 December 2022 and filed. They are available at Companies House and on our web site.	Headline turnover 2014/15-2021/22 Total Football Expenditure 2014/15 - 2021/22 5,500,000 2,750,000 2,750,000 5,000,000 2,750,000 2,750,000 5,000,000 2,750,000 2,750,000	Information
As stated in the last update we reported a small profit for 21/22 (third year in a row) of £33k. At 30 June 2022, we had cash of circa £1.6m in the bank with our overall debt debts unchanged.	4.000.00 3.000.00 3.000.00 3.000.00 2.000.00 2.000.00 1.000.000 1.000.000 1.000.000 1.0000.000 1.0000.000 1.0000.00	
We continue to be in a sound financial position day-to-day, with cash reserves in the bank.	1.500.000 1.000.000 500.000 500.000	
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. Income is growing, but so are costs.	221/22 20/21 39/20 38/39 37/38 36/17 15/26 14/15 21/22 20/21 39/20 86/19 37/38 36/17 15/26 34/15 Businesstumover # Professional Game Income = Football Fortune = Exceptional Cheer football costs Revertices Total Football Expenditure	
In January 2023 the £120,000 commercial mortgage over on club house, expired. This finance ceased and the debt was settled from cash balances (and reduces the club debt). We have again published an updated detailed information guide "Understanding our finances" to help fans who want to see all the detail of our finances and how they work.	https://www.carlisleunited.co.uk/siteassets/documents-2223/car816-cufc- 1921-signed-accounts-2022no-detailed-pl.pdf https://www.carlisleunited.co.uk/news/2023/january/club-audited-annual-	Information Complete
https://www.carlisleunited.co.uk/news/2023/january/finances-another-look-at-the-facts-and-figures/	accounts-202122/	
As fans know, the club is heavily loss making before Football Fortune income. We rely on extra income from cups and player sales to avoid significant losses each year (to make a profit and fund future spending and re-investment).	This underlying context is unchanged, however increased spending and growing external cost pressures add to this.	Information
Crucially, cup runs and player sales bring in extra cash needed to cover the large gap in our spending on football (which is far in excess of the net income earned each season).	This is no different to almost all EFL clubs (but most others are also subsidised by shareholders who top up spending and provide emergency cash if required – we don't have that backstop).	
Further detail of how our finance work is shown here: https://www.carlisleunited.co.uk/news/2023/january/finances-another-look-at-the-facts-and-figures/	Other clubs are now publishing results showing the massive losses being made across the EFL. This shows the games' reliance on existing owners and a supply of new ones willing to donate huge amounts to clubs.	
In 22/23 so far, much higher Business Turnover from tickets, commercial and retail income and streaming than in prior years helps to reduce this gap, all other things equal. However, we are also facing significant Business Cost increases (like energy, wage cost increases, supply cost inflation, interest cost increases).	Our budgeted football spending will outweigh this budgeted increase in underlying net income in 22/23, creating a greater underlying loss and cash requirement than in prior years (before Football Fortune).	
However, we are also 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. This will increase Football spending to levels not seen for a number of years.	The budgeted loss in 22/23 will reduce our current cash reserves in the bank as we spend more cash than we get in. Unexpected Football Fortune could reduce the loss and cash outflow, as could unplanned extra income (eg bigger gates than budget). In the short term our cash reserves can support	
As a result, the overall budgeted loss in 22/23 is significant. Unbudgeted, Football Fortune and improved trading will of course reduce it.	this spending.	
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. In mid-January 2023 the club again asked Purepay formally for talks.	Position is still unchanged. 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.	Information



Questions	
Q1 Why did the Club Shop not allow any returns/exchanges on Boxing Day? They said it was as expected to be busy, but surely they could've said any returns/exchanges could've been done after the match when quieter? I live in Workington and today (Sat 14th Jan) is the first time I've been back in Carlisle, nearly three weeks later. Thank you.	Past experience shows a big Boxing Day crowd + product returns (we get many after Xmas) at the same time, have created serious congestion, issues in the shop and fans disgruntled (as processing returns is slower than selling). It reduces our ability to sell and serve.
	With a very big crowd expected it was also expected to be very busy post- match – I understand it was.
	Point taken though, and we will reconsider/rethink for next year.
Q2 What is the Club doing against fans who constantly mention using VPN's and Firesticks to access matches on iFollow? These fans, using the term lightly, are taking vital cash away from the Club they supposedly support.	This is very difficult and frustrating. We see every week fans openly asking for tips on sharing ways to do it – it is scamming the club.
	It needs each VPN source to be shut down. That is beyond the remit of the club, but the EFL tries constantly. However, they pop up just as quickly once they've been shut down. It is big business. Some other EFL clubs tell us that pubs in their town openly stream games of the local club to fans!
	We are pretty helpless, we can appeal to fans, which we do, but it makes little difference. It is seen as victimless and harmless – nobody is losing out – but in reality its fans watching the team they support for free
Q3 Can I ask about the possibility of the club replacing Sky Sports with BT Sport. I appreciate the club cannot justify the cost of both; however, surely there are more supporters in the bars pre-game than post-game, and I know the majority of those in the bars pre-game would rather watch the early Premier League game on BT Sport than a Championship game on Sky Sports. It might attract more supporters down early too, which in turn gives the club additional revenue through extra food/drink sales. I've asked this on numerous occasions in the past and the answer has always been "the club cannot afford both", but nobody is asking them too. If there is a genuine reason why Sky Sports makes more sense than BT Sport then fair	The genuine reason is economic The have had BT in the past. It is not cost effective to pay for both. We have judged the potential extra profit from extra food/drink sales from fans who would only come for BT PL games is unlikely to cover the certain extra cost of BT.
enough, but I'd like to hear it. Remember, Sky Sports News is a free channel for the Gillette Soccer Saturday scores in the concourses so that's not an excuse."	A couple of Saturday's a month of extras profit from NEW sales from just two hours NEW bar traffic is not judged viable.
Q4 E season tickets is that possible ?	Yes it is technically possible but the risks of abuse and scamming is high. The stadium access and fan arrival times mean we need as smooth and undisrupted entry as possible. Rejected season e-ticket scans due to sharing even in small numbers and the impact on getting fans in (especially West side) is not a risk we want to face.
Q5 Any chance of lighting behind Neil centre .	That is on the repairs and renewals list
Q6 when will car park resurfacing finish	No resurfacing has started. We are taking a repair as required approach as funds allow.



Q7 Congestion in glass bar tall stool chairs have gone apparently and I know myself with tables pushed towards windows now it gets rammed around the floor area , I have been discussing that with Simon myself too	It can be congested in the Glass bar as the popularity increases, especially in bad weather (when fan zone is affected). Around 6 large stools took up a lot of space for a small number of seats. We judged it was better overall to try and create more room, I accept this means a handful of fewer seats.	
Q8 could we look at selling retro shirts 50 th anniversary of old division one season coming soon too , and also phone covers in club colours in the shop	That is something we will look at for 2024/25 Phone covers are available on line https://theterracestore.com/search?q=carlisle	