



CUSG 2 September 2024

Club update

This update is, focused on operational changes since the last report. Any further questions from CUSG groups at the meeting on 2 September 2024 will be detailed in the minutes.

Issue	Reference/Comments	Status
<p>Supporters</p> <p>Memorabilia continues to be collected and donated by fans. Please continue to donate.</p> <p>The memorabilia exhibition “<i>Backing the Blues</i>” is now open.</p> <p>Road-show mobile exhibition being planned for November onwards,</p>	<p>Over 3,000 visitors already.</p> <p>Open daily https://tullie.org.uk/events/backing-the-blues-120-years-of-carlisle-united</p> <p>Contact SLO Simon Clarkson slo@carlisleunited.co.uk</p>	<p>Information</p>
<p>Family excellence award</p> <p>New initiatives arising from the Family Excellence Award review are being implemented:</p> <ul style="list-style-type: none"> • New signage around the ground • Matchday pocket guide • Kids inflatable fan zone game • New improved on-line supporter guides for travel, the away fans, first time visitors, matchday <p>New signing zone for player autographs</p>	<p>We are implementing a number of terms associated with improving the match experience, following our Silver award.</p>	<p>Aug 2024</p>
<p>Fair Game Index</p> <p>United were listed as the 3rd highest club in League One and the 6th highest in the entire EFL.</p> <p>The Fair Game Index is a comprehensive independent survey of football governance that assessment rates and benchmarks each club for financial sustainability, good governance, equality standards and fan engagement.</p> <p>Fan Engagement</p> <p>We are pleased to report that Carlisle United have once again been ranked second in English football when it comes to fan engagement, in the latest independent rankings by Think Fan Engagement .</p>	<p>https://www.carlisleunited.co.uk/news/fair-game-index</p> <p>https://www.carlisleunited.co.uk/news/united-score-top-marks-fan-engagement-again-and-win-gold-award</p>	<p>Information</p>
<p>Hospitality, Commercial, Partnerships and sponsorships</p> <p>All available West side boxes are now sold (new East side boxes were sold out in June).</p> <p>We have retained one box on each side to be available for bookings on a match-by-match basis.</p> <p>Our new Commercial Revenue Manager Scott Mattison has now started at the club.</p> <p>We have made purchasing of hospitality available online for the first time. Fans can buy hospitality at matches in the same way as they find a match ticket. Check out the link</p> <p>220m of new LED perimeter boards have now been installed. This is another new investment in the commercial offering of the club.</p>	<p>Get in touch to discuss opportunities at Commerical@carlisleunited.co.uk</p> <p>Scott.Mattinson@carlisleunited.co.uk</p> <p>Email commercial@carlisleunited.co.uk to advertise your business.</p>	<p>Information</p>



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<p>Retail</p> <p>In the first 10 weeks of new kit sales to 1 September:</p> <ul style="list-style-type: none"> Total sales income is up +53% versus 22/23 on a like for like basis Online sales up 2.5x 	<p>23/24 kit was a huge record breaker. So far 24/25 kit is selling even faster.</p>	<p>Information</p>
<p>Tickets</p> <p>A new discounted matchday ticket offer for University of Cumbria students and staff has been launched</p>		<p>DONE Information</p>
<p>Catering</p> <p>In the closed season, with our partner Heineken, we invested in bar areas in the East stand concourse to increase capacity by 20%. We have introduced new food products and increased the range of beers and installed information screens.</p> <p>We trialled self service Ebars for Barrow and Tranmere. We are evaluating the outcome with a view to potentially having them permanently in place.</p> <p>We plan to trial a new click and collect drinks service using the catering app.</p> <p>Three further container bars/concessions installed in the WRE in the first week of August. The West Fans Zone is now up and running for away games where we can show them live.</p>	<p>Significant investment continues to be made into catering and fan facilities. We hope the fans will support the club using them.</p> <p>The Barrow fixture with the new WRE Fan Zone brought record breaking takings.</p>	<p>Information</p> <p>Information</p>
<p>Media & Communications</p> <p>The next initiative is to launch our new app.</p>		<p>Information</p>
<p>We plan to introduce a new club WhatsApp channel.</p>		<p>Aug 2024</p>
<p>We want CUTV to be the go-to place for video content. In the past our video content was made available via YouTube. Now we have our own streaming service, it is important that we prioritise CUTV and therefore for almost all video content (whether it's free or via subscription), the primary source will be CUTV.</p>	<p>It is a completely new initiative and the content provided will grow. It has always been planned and it is inevitable that the service will evolve continuously.</p> <p>We will make adjustments and learn from what works and what doesn't. There will be things we try that fail and we stop, things we try that are successful and we continue with, and things that can be improved upon.</p> <p>For all those reasons feedback from fans is important and we will take that on board and adapt, modify and adjust.</p>	<p>Ongoing</p>
<p>West Fan Zone</p> <p>We opened for the first away game and this will continue for the Bradford and the England v Republic of Ireland game.</p> <p>Also trial other events using the screen such as Six Nations Rugby Union and other international football etc</p>	<p>338 fans watched the Gillingham game in the West Fan Zone</p>	<p>Details to follow</p>



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Key projects		
1. Purchases of new properties for players accommodation is continuing. CSG has bought properties which 1921 will operate free of charge.	This is to improve the overall standard and replace existing rental properties with owned properties to save rental costs and improve viability.	Ongoing
2. East stand – This is a very significant project in the short timescale in the off-season. Work includes: <ul style="list-style-type: none"> • 8 hospitality boxes • 4 new hospitality lounges seating nearly 200 (doubling our capacity) • 2 new lifts, 4 kitchens, 4 new toilet blocks • 2 new large classrooms and significant office space • New interim East stand hospitality reception (before a larger reception is built) 	This is a multi-million investment the largest since the stand was built. Weekly progress reports are being provided to fans. All eight boxes in use. Next openings are Floor 2 lounges	Ongoing
3. WRE turnstiles, toilets, fan zone, disabled viewing area and concessions area at the South East corner.	Complete and open	DONE
4. WRE rear Fan Zone. New big screen to be installed	Screen install by 31 October 2024	Ongoing
5. Redevelopment of the internal football areas in the West stand (both team changing rooms, official changing and physio) with new entrance.	Complete and open	DONE
6. The project to create a new first team and academy training facility at the Sheepmount is progressing. The public consultation phase is complete.	Awaiting lease finalisation with the Council	31 Aug 2024
7. Permanent Fan Zone big screen installed	Complete early June	DONE
8. We have purchased electronic pitch-side LED perimeter advertising boards ready to be installed for next season.	Complete. Contact commercial to advertise.	DONE
9. Refurbishment of the Neil Centre is complete except for minor pitch repairs and new goals. New skylights installed.	Minor works remaining – in use	Sept
10. Annual stadium pitch refurbishment was undertaken in June and significant improvement to current training pitch took place in late April to improve drainage (pending the move to a new training ground in due course).	Complete	DONE
11. We have removed the walls cladding from both sides of WRE, and replaced with new metal sheeting along with new guttering.	Further works to main roof guttering to take place	DONE
12. We have completed the construction of a new TV gantry and press box area in the directors' box in the West stand. This changes the TV camera view position to opposite side of the stadium.	Complete and operational	DONE
13. We have created a new media room in the West stand to replace that which was lost in the new construction work in the East stand.	Complete and operational	DONE
New projects		
14. We are looking to install a big screen in the WRE Fan zone	Planning underway	October 2024
15. A new state of the art CCTV is being installed. This will provide nearly 40 cameras across the site (we currently have 7)	More than half way complete	Sept 2024
16. We are working on a refurbishment programme for the West stand first floor toilets, starting with Foxy's and working towards A stand.	This is a long term and difficult project in season - given the age of the West stand and the life expired plumbing and drainage system. Short term fixes are also being undertaken but the current system is no longer up to the job - with constant leaks, low water pressure, heating failures and blockages. We appeal to fans for patience and understand the frustrations fans have.	

Club update



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<p>Finances</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>Financial audit will take place in September.</p> <p>Funding is being provided in 24/25 to pay for the ongoing investments.</p>	<p>Our short and long-term financial position is strong. The club is debt free apart from the unsecured and interest free legacy Pioneer debt which is being cleared over a 5-year period.</p>	<p>Information</p>
<p>Safeguarding</p> <p>Safeguarding remains a key area of focus for the club.</p> <p>https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/ . We have our strategy “Safer together” being implemented.</p> <p>We are undertaking our pre-assessment for the independent audit of safeguarding by Barnardo’s in 24/25.</p>	<p>Our strategy and all club safeguarding policies are being reviewed for 24/25. Our overall strategy, approach and the documents are detailed on the website</p> <p>Scott Taylor is the club’s Designated Safeguarding Officer, his details are here: https://www.carlisleunited.co.uk/club-contacts</p>	<p>Ongoing</p> <p>Contact</p> <p>Audit date tbc</p>
<p>Academy</p> <p>We are currently undergoing the next annual routine, scheduled, independent “Safe to Operate” audit.</p> <p>We remain scheduled for full routine independent audit of EPPP compliance in 24/25.</p> <p>New Academy Manager Steven Rudd has commenced the role full time.</p> <p>We have appointed Kenny Brown as our new Head of Academy Recruitment. Jamie Devitt appointed as PDP coach</p>	<p>Full EPPP audit date to be confirmed.</p>	<p>Information</p> <p>Audit date tbc</p> <p>DONE</p> <p>DONE</p>
<p>Compliance</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 Squad Cost Ratio (SCR) rules are to replace SCMP player spending controls still being developed.</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>Rules for 24/25 are unchanged.</p>	<p>Information</p> <p>Information</p>