










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 6 March 2023 and answers will be detailed in the minutes.

Issue	Reference/Comments	Status
<p>Supporters</p>		
<p>Warwick Well done to the Warwickroadenders who have done such a magnificent job - under their own initiative - of giving the Warwick a spruce up. The club is working with fans and fan groups to promote flags to add to the match spectacle.</p>	<p>Thanks to SLO and CUOSC who supported them. Fantastic effort all round. https://www.carlisleunited.co.uk/news/2023/february/fans-warwick-road-end-gets-a-makeover/ SLO and club are working with the new Warwick Road End group to support their efforts.</p>	<p>Ongoing</p>
<p>74-75 Lounge The room previously known as the 'Sponsors Lounge' in the West Stand was rededicated as the '74-75 Lounge' at the Colchester game. A number of players attended the ceremony. It is in full use as lounge for sponsors and match day hospitality guests. 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.</p>	 <p>Huge thanks to SLO Simon Clarkson for organising. CUSG and to all fans who donated memorabilia which for display, plus H&H for the branding. https://www.carlisleunited.co.uk/commercial/7475-lounge/</p>	<p>Complete Contact</p>
<p>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. They will become 'Hopper's Bar' and 'Halpy's Bar' Thanks to SLO, CUSG and Image Signs. A west side ground floor lounge used by players/staff will be dedicated to Alan Ashman in Q2.</p>	<p>They will be dedicated at the Stevenage game on 18 March, details to follow.</p>  	<p>18 March 2023</p>
<p>Fan memoriam tributes On 4 February 2023 (Harrogate) we held our In Memoriam tribute to fans who have passed away since July 2022. The tributes are on the website as permanent reminders.</p>	 <p>https://www.carlisleunited.co.uk/news/2023/february/in-memoriam-remembering-more-of-our-loved-ones/</p>	<p>Complete</p>
<p>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.</p>	<p>https://www.carlisleunited.co.uk/news/2021/december/club-donate-your-old-shirts-for-good-causes/ More donations welcome – please help if you can.</p>	<p>Ongoing</p>
<p>Behaviour at games Fan support remains brilliant in big and growing numbers. We have a lot of really positive initiatives going on working together with fans. However, the club has now been subject to a number of FA investigations this season. The latest being Barrow (flare), Hartlepool (objects thrown) and Mansfield (objects thrown). These repeated incidents are disappointing and frustrating to the club and the vast majority of fans. We continue to appeal to fans this.</p>  <p>Up The Blues but FFS ... For Football's Sake and for Carlisle's sake ... No flares and no racist chants and no missiles.</p>	<p>These incidents are by a very tiny fraction of fans - just one or two people out of over 6,000. For the very tiny minority who behave in an offensive, anti-social or unacceptable manner, the message is clear, you will be dealt with through a combination of police action the new CUFC Supporter Sanction Policy (see below). 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.</p> 	<p>Information Appeal Appeal</p>




Issue	Reference/Comments	Status
<p>Supporter Sanctioning Guidance As detailed in updates since December, after consulting with CUSG and CUOSC and the SLO, Police, the club has implemented the FSA /EFL best practice recommendations on sanctioning fans who misbehave.</p> <p>Our new CUFC Supporter Sanctioning Policy and approach is public on the website. https://www.carlisleunited.co.uk/siteassets/documents-2223/cufc-sanctioning-approach-2223-v1.0.pdf The Club Charter has also been amended to incorporate this change.</p> <p>The club is now actively working with external agencies like Remedi UK on restorative work. This is being fruitful already. https://www.remediuk.org/</p>	<p>This defines our approach where fans mis-behave. The approach is as recommended by leading English fan group the FSA. https://thefsa.org.uk/news/efl-unveils-new-sanctions-policy/</p> <p>https://www.carlisleunited.co.uk/news/2023/march/club-united-adopts-efl-and-fsa-best-practice-on-fan-sanctions/</p> <p>https://www.carlisleunited.co.uk/news/2023/march/club-united-adopts-efl-and-fsa-best-practice-on-fan-sanctions/</p> <p>More information to follow.</p> 	<p>Complete</p> <p>More info to follow</p>
<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>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.</p>	<p>Any other donations will be welcome. Details of the collection will feature in an SLO website article this month.</p>	<p>March 2023</p>
<p>Matchday We hosted Bloodbikes charity collection v Harrogate, £603 was donated by fans.</p> <p>We held a collection for Carlisle Foodbank v Colchester.</p> <p>We will be supporting Samaritans v Northampton.</p> <p>We have been looking at new food offers in the Fan Zone – we have Dinky Donuts in place and another outlet in the pipeline from April.</p>	<p>https://www.carlisleunited.co.uk/news/2023/february/club-blood-bikes-charity-to-collect-ahead-of-the-harrogate/</p> <p>https://www.carlisleunited.co.uk/news/2023/february/carlisle-foodbank-collection-ahead-of-the-game-this-weekend/</p> <p>Details to be confirmed.</p>	<p>Complete</p> <p>Complete</p> <p>15 April</p> <p>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.</p> <p>The current kit contract expires in June 2023. A new kit supplier has been appointed after a tender process to invite offers from numerous providers. The 23/24 home kit is in manufacture already. A more detailed updates will be provided in April.</p> <p>We are moving ahead with a new online store. This will be a major project and will be a very significant upgrade. This should be fully up and running within three months.</p>	<p>Check out https://www.bluesstore.co.uk/ https://theterracestore.com/collections/carlisle-united</p> <p>Further updates to follow.</p> <p>Further updates to follow.</p>	<p>Information</p> <p>Q1 2023</p> <p>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).</p> <p>This has a severe impact on service times, queues and selling tickets to fans buying in the run-up to kick off is very significant.</p> <p>We are also now reviewing the ticket IT system for 23/24 onwards</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.</p> <p>For next season onwards, ticket exchanges and reprints on the matchday will be increased in cost and new restrictions will apply (it is not a financial issue it is a service issue). Further details to follow.</p>	<p>Information</p> <p>Information</p>
<p>Gates</p>		<p>Information</p>


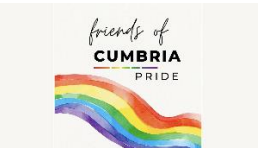




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<p>After 18 home L2 games, the average total attendance is now 5878 (with 5,531 home and 347 away). This total is +908 up on 21/22 so far (+18%) up.</p>	<p>This is fantastic support. Fans are backing the team in the best numbers for over 10 years.</p>	
<p>Catering and hospitality After 17 home L2 games (exc Grimsby) catering total takings are now +49% up on 21/22:</p> <ul style="list-style-type: none"> • Home retail takings are up +64% (+56% 12 games) in part due to +29% increase in buyers (as a result of average increased gates) and ... • spend per head is also up +28% (previously +28% after 12 games). • Away -16% down. • Hospitality income is now also +28% (previously +16% up on 21/22 after 12 games). <p>All hospitality until the end of the season is now SOLD OUT except vs Stockport. As detailed in prior updates our beer cost price increased in the New Year. https://www.dailymail.co.uk/news/article-11429931/Heineken-price-increases-London-pubgoers-face-7-pint-draft-beers-ciders.html Prices increased by 10-14%. We have sought to absorb as much of the increase as we can for as long as we could.</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. • Feedback is good. Bookings are very strong in games ahead. https://www.carlisleunited.co.uk/commercial/testimonials/ <p>With the help of fans, we been benchmarking our alcohol prices against other similar clubs in L2 and other local alternatives on a match day, to ensure our prices remain competitive. From Grimsby, we have had to increase prices. The increase is limited to around half of the cost increase we have suffered. The club is absorbing the other half.</p>	<p>Information</p> <p>Information</p> <p>Information</p>
<p>IFollow Our most recent streaming data is as follows - Hartlepool (H) 553, Mansfield (H) 533. Possible IFollow streaming of the final game at Sutton still remains uncertain - to be confirmed.</p>	<p>Streaming numbers are excellent. Further information to follow.</p> 	<p>Information</p> <p>TBC</p>
<p>Commercial Match sponsorships for the whole season are now all sold out. Foxy's and 74-75 lounge are sold out for all remaining games, except Stockport. There are lots of opportunities to still get on board for the run-in and also for 23/24. Full details of other commercial opportunities are here: Plans are progressing for the end of season Awards event. This promises to be a big and very special event, not to be missed.</p>	<p>https://www.carlisleunited.co.uk/siteassets/documents-2223/commercial-borchure-2223.pdf Please call Debbie, Kerry and Martyn for commercial enquiries. Contact commercial@carlisleunited.co.uk. Further details to follow.</p>	<p>Information</p> <p>Information</p> <p>TBC</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 fans looking at options to support a fan-led and produced match programme.</p>	<p>Information</p>
<p>Stadium Full structural survey planned for 22/23 along with un updated revaluation for audit purposes. Repainting is continuing (Foxy's next for a refresh). Sundry plumbing faults are being fixed.</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. The EFL all club meeting planned for 23 February 2023 was cancelled following the delay in publication of the White Paper on reform of the governance of the game.</p>	<p>The Fan Led Review is bringing more compliance and regulation. Our operations are constantly being independently audited, reviewed and inspected. A L2 club meeting took place on that day.to mainly cover the EFLTV deal.</p>	 <p>Information</p>



Issue	Reference/Comments	Status
<p>Fan Led Review</p> <p>White Paper on reform and the governance of the game has finally been published.</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> <p>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 either, but the price of change shouldn't damage what make the game special and unique in England.</p> <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>CUFC CEO gave an in-depth assessment in late February https://www.carlisleunited.co.uk/news/2023/february/ceo-challenges-that-threaten-the-stability/</p> <p>Club CEO will attend the Fair Game conference on 17 March 2023 https://www.fairgameuk.org/</p> 	<p>Information</p> <p>Ongoing</p> <p>17 March 2023</p>
<p>EFL cost control</p> <p>The EFL and representatives from clubs (including CUFC) are continuing to develop new regulations relating to club spending and finances. These are critical to ensure any increases in club income (flowing from the FLR) improve the sustainability to clubs.</p> <p>This will inevitably tighten financial control and governance and restrict owners and require more certainty of funding in advance of any spending commitments. How far the restrictions go and the strength of commitments required again remains to be seen.</p>	<p>Where club financial arrangements require it, more spending restrictions and EFL intervention will follow (as seen with Reading FC and Sheffield Utd).</p> <p>This a very complex area to regulate with lots of competing demands (eg clubs with owners who want to invest heavily and are prepared to incur big losses, compared with clubs who are fan owned or those with ownership models that are self-funded, based on Football Fortune (like CUFC).</p> <p>New EFL regulations will follow. Timing and detail are still to be confirmed.</p>	<p>Information</p> <p>TBC</p>
<p>EFL Regulations and compliance</p> <p>We are progressing with steps 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.</p> <p>1921 shareholders have been written to, to vote on them. The new Articles and resolution are on the club website and were circulated on 3 March 2023.</p> <p>Under EFL Regulation 16.16 we must submit detailed Future Financial Information by 31 March 2023. This is forecast trading and cash information up to 30 June 2024.</p>	<p>https://www.carlisleunited.co.uk/news/2023/march/club-proposal-to-adopt-new-articles-of-association/</p> <p>1921 individual shareholders have 28 days from the circulation date of 3 March 2023 to vote. We will confirm the outcome in early April.</p>	<p>Information</p> <p>7 April 2023</p> <p>31 March 2023</p>
<p>Green Football Weekend</p> <p>4 Feb vs Harrogate was our “Green Weekend” game. We undertook initiatives around that game. https://www.carlisleunited.co.uk/news/2023/february/green-football-weekend-community-groups-in-the-fan-zone/</p> <p>A walk to the match’ arranged by the SLO. Thanks to all who supported this.</p>	<p>The event was a big success. https://www.carlisleunited.co.uk/news/2023/february/green-football-weekend-a-huge-success/</p> <p>https://www.carlisleunited.co.uk/news/2023/february/green-football-weekend-united-walk-and-talk/</p>	<p>Complete</p>
<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>



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<p>EFL EDI and Mental Health We have finalised our Equality Action Plan 2022-2025 “Stronger Together”. This is available on the website along with our Equality Statement as required by the EFL. 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 Contact</p>
<p>In February we supported LGBT+ history month. We had guests from LGBTQ+ groups at our game versus Mansfield.</p>	<p> https://www.carlisleunited.co.uk/news/2023/february/equality-diversity--inclusion-lgbt-history-month/</p>	<p>Complete</p>
<p>As part of the February month of action we joined the ‘Friends of Cumbria Pride’ initiative. This project allows people to easily identify the club as an LGBT+ friendly organisation, creating a safe space for all.</p>	<p> Signs are on display in the shop and ticket offices. https://www.carlisleunited.co.uk/news/2023/february/club-united-sign-up-as-friends-of-cumbria-pride/</p>	<p>On-going</p>
<p>At the game v Grimsby on 4 March 2023 we supported: Level Playing Fields https://www.carlisleunited.co.uk/news/2023/march/level-playing-field-unite-for-access/ International Women’s Day https://www.carlisleunited.co.uk/news/2023/march/club-international-womens-day-at-carlisle-united/</p>	<p></p>	<p>Complete</p>
<p>In March we are supporting is “EFL Together Month”:</p> <ul style="list-style-type: none"> • Disability & accessibility with Level Playing Fields Unite for Access (25 Feb - 5 Mar) • Women’s inclusion and support for the Her Game Too campaign (6-12 Mar) • Anti-Discrimination and supporting diversity, working with Kick it Out (13-31 Mar) 		<p>Information</p>
<p>EFL Clubs in the Community Report 2019-2022 In late February, all clubs and Community Trusts received their own individual reports demonstrating the impact of the community work carried out.</p>	<p>This report will be shared shortly. Watch for details</p>	<p>10 March 2023</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. 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 will be formulating a Green Plan by 31 March 2023 which we will publish. https://www.efl.com/-/more/efl-green-clubs/#:~:text=In%20a%20first%20for%20football,the%20world's%20greenest%20football%20club. Get in touch via the SLO.</p>	<p>31 March 2023 Contact us to Volunteer</p>
<p>Academy New scholar intake for 23/24 has been confirmed. We are scheduled to receive a full routine independent audit of EPPP compliance in 22/23. 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. https://www.carlisleunited.co.uk/news/2023/february/academy-can-you-help-us-to-house-our-players/</p>	<p>Complete Audit date tbc Contact us</p>



Issue	Reference/Comments	Status
<p>Funding and finance 22/23</p> <p>We have 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 increases Football spending to levels not seen for a number of years. This is budgeted to be partly balanced by significantly better income than 21/22.</p> <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>As a result, the overall budgeted loss in 22/23 is significant. Unbudgeted, Football Fortune and improved trading will of course reduce this budgeted loss.</p> <p>The budgeted loss in 22/23 will then reduce our current cash reserves in the bank as we spend more cash than we get in.</p> <p>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 this spending.</p> <p>In late January 2023 we settled the £120,000 commercial mortgage over on club house, as the has financing expired. This is from cash balances and reduces the club debt.</p>	<p>We are seeing the immediate benefit from this spending in our league position and across all aspects of the Club.</p> <p>22/23 actual underlying trading is better than this budget. Business income (tickets, commercial, retail) is growing, but so are Business Costs. As detailed elsewhere in this report.</p> <p>The actual cash the club is generating off-the-field is to fund on-the-field Football is better than planned.</p> <p>We continue to be in a sound financial position day-to-day, with cash reserves in the bank, but these are falling as they do each year from Feb-June.</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>Information</p>
<p>Club financial model</p> <p>As fans know, the club is heavily loss making every year before any Football Fortune income. We rely on extra income from cups and player sales to avoid significant overall losses each year (to make a profit and fund future spending and re-investment).</p> <p>Higher Business Turnover from tickets, commercial and retail income and streaming helps to reduce this gap, all other things equal. However, rising Business Cost (like energy, wage cost increases, supply cost inflation, interest cost increases).</p> <p>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).</p> <p>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/</p>	<p>This underlying context is unchanged in 22/23.</p> <p>However increased Football spending (compared with recent prior years) and growing external Business cost pressures add to this gap.</p> <p>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).</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.</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.</p>	<p>Position is unchanged</p> <p>Position is unchanged</p>



Issue	Reference/Comments	Status
Questions		
Q1 Can we swap Sky Sports for BT sports in the bars instead, as the big lunchtime premier league game is on BT sports?	We would not remove Sky to replace with BT for obvious reasons – Sky TV deal funds the EFL and in turn clubs like us. The cost of both is not worthwhile in terms of covering the extra cost.	
Q2 Has there been any developments in relation to options for new training facilities – could the former Newman school site be an option?	We are looking at a number of options. Nothing is ruled out.	
Q3 The scanning of tickets in the west stand causes delays pre match. Is it really necessary?	Yes. It is part of our Safety Licence.	
Q4 The Fan Zone is great but is there any chance that we could get any food vendors in that provide healthier options? How do you see the fan zone developing next season and beyond – will there be any form of permanent structure?	We would welcome more food vendors. Any ideas welcome. Any contacts welcome. Just get in touch. We are constantly approaching new people. In theory, I like the idea of an outside covering for the FZ – like Crawley. But in practice we have many and higher funding priorities in the short term.	
Q5 Could the club consider providing some bicycle racks for fans to use on a match day?	We are looking at this.	
Q6 When will the Blues Store online offering be improved?	See CEO report.	