

CUSG update  
31 October 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 31 October 2022.

Issue	Reference/Comments	Status
<p><b>Supporters</b></p> <p><b>Behaviour at games</b></p> <p>Game wide action and intervention on behaviour has been raised in previous updates. Recent games have seen a worrying series of incidents. This is a serious concern.</p> <p>There were issues from our fans at Hartlepool including a flare, some new damage to seats and toilets, a pitch incursion and public disorder. Allegations of coins thrown versus Orient and highly aggressive and abusive behaviour in the away dug out area of the Paddock. Liquid was thrown over a player at Stockport. From away fans there has been flares and incursions and a firework. Arrests are up and reports of bad behaviour and concerns being raised by our fans to the club are up. This is real and these events are happening – it is not just other clubs.</p> <p>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 / disorder inside Brunton Park, away from the ground in our community, or at away games. It is not a joke or funny to throw drinks, or anything else over opposition players, or at their staff.</p> <p>This is not acceptable. It is dangerous and damaging to the club and has consequences for all fans and, in the end, impacts on the team.</p> <p>We have had contact from the FA about the Orient and Stockport incidents and are facing potential misconduct charges and fines. We are pleased Tranmere passed without incidents.</p> <p>We have been called to a meeting with Cumbria Police and face increased policing costs.</p> <p>We had to take action over an U14 coming on the pitch, restricting them from coming unaccompanied. Now we need to take more action, which we will do.</p> <p>The issue of <b>unaccompanied U14 children</b> is reducing, but still occurring. Ticket offices and stewards are checking ages. Please don't leave U14 unattended while you go off elsewhere at games, or allow them to come unless accompanied by someone aged 14 or over. The rules are in place to safeguard children and meet our obligations as a responsible club, and address the misbehaviour of unaccompanied young children last season (invading the pitch).</p>	<p><a href="https://www.thefa.com/news/2022/jul/25/fan-behaviour-20220725">https://www.thefa.com/news/2022/jul/25/fan-behaviour-20220725</a> We are seeing a rising number of incidents with our own fans.</p> <p>We appeal to fans with any information about the incidents at Orient or Stockport to contact the clubs to enable us to deal with it.</p> <p>Fans will now be faced with:</p> <ul style="list-style-type: none"> <li>• The area of the Paddock behind the away dugout being closed and cordoned off until further notice.</li> <li>• Increased searches on entry.</li> <li>• Tougher stewarding to remove fans who are out of control.</li> <li>• Increased policing.</li> </ul> <p>We will increase our messaging to fans to ask them to behave and report issues.</p> <p>We hope it won't be required but sadly, if we don't see an improvement, fans need to understand, we will need to look at further measures. Nothing is off the table including restricting tickets for away games (for instance to season ticket holders only) and stopping the ability to pay on the day.</p> <p>It is true that it is the minority and actions affect the majority, and fans who are unconnected to this behaviour are affected.</p> <p><b>For any 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, you will now be dealt with through a combination of police action and automatic club bans.</b></p> <p>We hope fans will respond and the minority gets back to the high standards we have seen before - if they can't – just stay away from CUFC.</p> <p>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.</p>	<p><b>Information</b></p> <p><b>Request to fans</b></p> <p><b>From Walsall game</b></p> <p><b>Information</b></p>
<p><b>Memorabilia</b> continues to be collected and donated by fans. The collection is now sizeable and growing.</p>	<p>Details of what has been collected will feature in a future website article. Subject to funding – it will be put on display. Club and SLO looking at a public display option.</p>	<p><b>Ongoing</b></p>
<p><b>Glass bar</b> More JG memorabilia is being installed.</p> <p>New section on the website covering all stories from St Jimmy's Day is complete.</p> <p>Rededication ceremony with Jimmy Glass as guest of honour fixed for 3 December.</p>	<p>Subject to funding – it will be put on display. QR codes in the bar will allow fans to access content quickly. <a href="https://www.carlisleunited.co.uk/club/st-jimmys-day/">https://www.carlisleunited.co.uk/club/st-jimmys-day/</a> More details to follow.</p>	<p><b>Ongoing Information</b></p> <p><b>3 December</b></p>

CUSG update  
31 October 2022

Issue	Reference/Comments	Status
<b>SLO</b> Congratulations to SLO Simon Clarkson on his FSA nomination as SLO of the year	Simon has been instrumental in many initiatives and in making the club better. It is well deserved and he has the club backing to win!	
<b>Playing shirt amnesty to hand back old shirts for reuse is continuing.</b> Donation points are in the Blues Store and east stand upstairs ticket office/reception.	<a href="https://www.carlisleunited.co.uk/news/2021/december/club-donate-your-old-shirts-for-good-causes/">https://www.carlisleunited.co.uk/news/2021/december/club-donate-your-old-shirts-for-good-causes/</a>	Ongoing
Further shirts have been on display in the east stand reception.	The club is seeking shirts missing from the collection to complete the display.	Ongoing
The Initiative for fans waving flags in WRE in game has stalled. After one flag was stolen and then returned there is no one to wave them.	Any fans interested in waving flags in the WRE in-game, please contact the SLO <a href="mailto:slo@carlisleunited.co.uk">slo@carlisleunited.co.uk</a>	31 October
<b>Match information</b> The pre-match guides contain all on and off field information fans need for each game. They are being constantly developed, please check them out <a href="https://www.carlisleunited.co.uk/matches/big-match-previews/">https://www.carlisleunited.co.uk/matches/big-match-previews/</a>	<a href="https://www.carlisleunited.co.uk/news/2022/september/preview-wimbledon/">https://www.carlisleunited.co.uk/news/2022/september/preview-wimbledon/</a> <a href="https://www.carlisleunited.co.uk/news/2022/september/match-update-wimbledon/">https://www.carlisleunited.co.uk/news/2022/september/match-update-wimbledon/</a> <a href="https://www.carlisleunited.co.uk/news/2022/september/rochdale-thank-you-and-welcome/">https://www.carlisleunited.co.uk/news/2022/september/rochdale-thank-you-and-welcome/</a> <a href="https://www.carlisleunited.co.uk/news/2022/july/visitingguideupdated/">https://www.carlisleunited.co.uk/news/2022/july/visitingguideupdated/</a>	Information
<b>Retail</b> New kit sales remain strong. Retail sales in the quarter to 30 Sept are +32% up on 21/22.  The kit contract is due for renewal and expires in June 2023. The provider for 23/24 and beyond is to be contracted. Proposals have been received from half a dozen brands, some have declined to make a proposal.  Online sales via Terrace continue to grow. The priority IT project is an upgrade of the online store. It is well overdue for upgrade. This process has just begun.	Order placed for extra shirts and kit to replenish stocks after very high sales so far is now expected in early December. Further updates to follow.  Check out <a href="https://theterracestore.com/collections/carlisle-united">https://theterracestore.com/collections/carlisle-united</a> Further updates to follow.	Wk1 December Information  Ongoing
<b>Catering and hospitality</b> 22/23 season update: <ul style="list-style-type: none"> <li>Horse Box bar is now back in WRE, increasing capacity and range.</li> <li>New bar in Pioneer stand open to increase capacity.</li> <li>Beer cost prices have increased reflecting rising supply costs (production costs).</li> <li>Former players now visiting FZ and bars to add to the build up to the game.</li> </ul> After 8 home games total takings are +20% up on 21/22 (21/22 included Barrow which was the highest take last year) overall: <ul style="list-style-type: none"> <li>Home retail sales are up +36% in part due to +5% increase in buyers (average gates up see below) but spend per head is also up +27%.</li> <li>Hospitality income growing but slightly down versus 21/22 (catching up) reflecting the mix of fixtures so far (Orient was a season high beating Wimbledon).</li> <li>Orient was 46% up on Orient in 21/22 with gate up 22%</li> </ul>	Status: <ul style="list-style-type: none"> <li>Horsebox bar is back from 17 Sep selling draught beer.</li> <li>Selling prices under review after cost increased imposed on us.</li> <li>Simon Hackney first up v Crewe with Jimmy Glass 3/12, Danny Livesey 10/12 and Dean Walling (date tbc). Watch pre-match info for details</li> </ul> Encouraging start to the season is continuing as Autumn takes over: <ul style="list-style-type: none"> <li>More fans coming before games to support the catering at the club.</li> <li>This is forecast and anticipated to catch up in coming games.</li> <li>Feedback is good. Bookings are very strong in games ahead. <a href="https://www.carlisleunited.co.uk/commercial/testimonials/">https://www.carlisleunited.co.uk/commercial/testimonials/</a></li> </ul>	Complete Complete Information  Information
Next catering survey will be issued in November. 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 established.	30 Nov 2022
<b>Gates</b> <b>After 8 home L2 games, the average total attendance is 5,441</b> (with 5,172 home and 269 away). This total is still +7% up on 21/22 (despite 21/22 including 7470 from the Barrow game). Home walk up numbers also up +12%  <b>Fans are backing the team in the best numbers for over 10 years.</b>	<b>Home average gates so far are the best for over a decade in terms of:</b> <ul style="list-style-type: none"> <li>total gates, average home fans and home fan walk up totals.</li> <li>for the first time since 2008/09 (L1), every home league game has seen an attendance of over 5,000. <b>This is fantastic support.</b></li> </ul>	Information

CUSG update  
31 October 2022

Issue	Reference/Comments	Status
<p><b>Tickets</b></p> <p><b>Season ticket income +18% up:</b></p> <ul style="list-style-type: none"> <li>• sales up +12% on 21/22.</li> <li>• yield per ticket up +9%.</li> </ul> <p><b>Matchday ticket income is still +18% up</b> on 21/22 so far (despite 21/22 data including Barrow) after eight 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.</p> <p>Beer mats in place with QR codes to click and collect / buy match tickets at your seat in bars to avoid ticket office queue. Download E-ticketing is available up to kick off.</p> <p>We are increasingly seeing fans coming close to kick off to change their tickets (from one terraced area to another, of from one seated area to another) or who have forgotten season tickets. The cost of reprints and moving is currently only 50p but the impact on service times and selling tickets to fans buying in the run up to kick off is very significant as transfers are time consuming.</p>	<p>Season tickets for 22/23 are no longer on sale. Flexi cards now available. Flexi-tickets are then the best alternative until half-season tickets go on sale for the second half of the season.</p> <p>The significant matchday ticket income increase is a consequence of:</p> <ul style="list-style-type: none"> <li>• +11% increase in numbers of home fans walking up.</li> <li>• +11% increase in the yield of income earned per ticket (following a ticket price increase this season for the first time in many years).</li> </ul> <p>We are reviewing the reprint and move charges on a match day to encourage fans to seek moves before the match day and bring their tickets with them.</p> <p>We encourage fans to check they have their season ticket before getting to the game and to move stands before the match day.</p>	<p><b>Information</b></p> <p><b>Information</b></p> <p><b>Ongoing</b></p>
<p><b>ifollow</b></p> <p>Our recent streaming data is as follows:</p> <ul style="list-style-type: none"> <li>• Three EFL trophy games total 804</li> <li>• Grimsby 1050</li> <li>• Mansfield 614</li> <li>• Newport 449</li> <li>• Stockport 638</li> </ul>		<p><b>Information</b></p>
<p><b>Commercial</b></p> <p>Commercial deals so far remain improved on 21/22. New deals continue including sponsorship of refurbished Legends Bar.</p> <p>Opportunities are available just call Debbie, Kerry and Martyn for commercial deals and match sponsorships / hospitality.</p> <p>Contact <a href="mailto:commercial@carlisleunited.co.uk">commercial@carlisleunited.co.uk</a></p>	<p>Further details to follow in the media.</p> <p>Full details of opportunities are here: <a href="https://www.carlisleunited.co.uk/siteassets/documents-2223/commercial-borchure-2223.pdf">https://www.carlisleunited.co.uk/siteassets/documents-2223/commercial-borchure-2223.pdf</a></p>	<p><b>November 2022</b></p> <p><b>Information</b></p>
<p><b>Programme</b></p> <p>Like many clubs we are seeing sales fall year on year. This season the fall is accelerating.</p> <p>We continue to make the programme available after the matchday free online post-match.</p>	<p>Production of a match programme is becoming unviable. Unless sales increase, we will be faced with it failing to cover its costs.</p> <p><a href="https://www.carlisleunited.co.uk/news/2022/october/programme-read-this-seasons-programmes/">https://www.carlisleunited.co.uk/news/2022/october/programme-read-this-seasons-programmes/</a></p>	<p><b>Information</b></p>
<p><b>Stadium</b></p> <p>Much of this work is invisible, but nevertheless essential:</p> <ul style="list-style-type: none"> <li>• Replacement LED lighting is continuing to be installed.</li> <li>• October painting focused on West stand externals</li> <li>• New furniture installed in Legends to complete its refurbishment.</li> <li>• Preliminary works have restarted on an additional first team grass training space on the East side at BP.</li> <li>• Full structural survey planned for 22/23.</li> </ul>	<ul style="list-style-type: none"> <li>• This investment is to save costs and replace life expired lighting.</li> <li>• Next phase will focus areas in the Paddock.</li> <li>• Complete.</li> <li>• Further updates to follow.</li> </ul> <ul style="list-style-type: none"> <li>• To begin Q4 2022.</li> </ul>	<p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>Complete</b></p> <p><b>June 2023</b></p> <p><b>31 Dec 2022</b></p>

**CUSG update**  
**31 October 2022**

Issue	Reference/Comments	Status
<p><b>EFL</b>  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&amp;S and player care.</p>		
<p>The EFL all-club meeting took place on 29 September 2022 at Walsall FC: Key matters:</p> <ul style="list-style-type: none"> <li>• Future broadcasting deal.</li> <li>• 3pm Saturday TV black out.</li>   <li>• Fan Led Review.</li> <li>• Fan behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests to submit proposals for the next EFL broadcast deal from June 2024 have been made. The outcome could impact on live broadcasts of EFL games at 3pm.</li> <li>• Progress is slowed by the recent crisis in Government.</li> <li>• Clubs are under scrutiny from FA and EFL over club actions.</li> </ul>	<b>Information</b>
<p><b>EFL Safeguarding</b> Safeguarding is a key area of focus for the club.  <a href="https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/">https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/</a>  Scott Taylor is the club's Designated Safeguarding Officer, his details are here:  <a href="https://www.carlisleunited.co.uk/news/2022/july/club-staff/">https://www.carlisleunited.co.uk/news/2022/july/club-staff/</a>  Latest annual, routine, Safe To Operate independent audit took place w/c 24/10.  Full EPPP audit date to be confirmed</p>	<p>All club policies have been updated and its approach is detailed on the website <a href="https://www.carlisleunited.co.uk/safeguarding/">https://www.carlisleunited.co.uk/safeguarding/</a>  Contact Scott with any Safeguarding issues.</p> <p>Findings awaited.</p> <p>Await further details.</p>	<p style="text-align: center;"><b>Information</b></p> <p style="text-align: center;"><b>Information</b></p> <p style="text-align: center;"><b>Ongoing</b></p> <p style="text-align: center;"><b>Information</b></p>
<p><b>EFL EDI and Mental Health</b>  EFL EDI Code of Practice standards for 22/23 have been issued.  <a href="https://www.carlisleunited.co.uk/news/2022/july/efl-new-equality-code-of-practice/">https://www.carlisleunited.co.uk/news/2022/july/efl-new-equality-code-of-practice/</a>  We partially met the initial assessment criteria and further work is required to achieve the EFL EDI Code of Practice standards for 22/23. This is the deadline for all clubs.  Work is ongoing leading to creation of an Equality Action Plan focussing on specific areas.  Accordingly, fans will have seen us increase activity over the last year months. Since the last meeting this has included:</p> <ul style="list-style-type: none"> <li>• World Mental Health day</li> <li>• Groups from Cumbria Mental Health and Workington Super Diamonds attended the Doncaster game.</li> <li>• Rainbow Laces was supported at the Orient game.</li> <li>• Club supported FA Play Safe Safeguarding weekend 1-2 October 2022.</li> <li>• We supported Hate Crime Week will take place from 8-16 October 2022.</li> </ul> <p>Looking ahead the club will also support:</p> <ul style="list-style-type: none"> <li>• <b>Anti-Bullying Week 2022</b> will take place from 14-18 November 2022.</li> <li>• Friendship Friday takes place on the 18 November.</li> </ul> <p>The steps we have been taking in the last year stand us in reasonable stead, but we have much more to do to meet expectations of what clubs should do.</p> <p>We will be supporting other initiatives in the coming months. Contact Nigel Davidson the Club's EDI Officer if you want to get involved or for more details</p>	<p>The implementation flows to CUFC through EFL regulations. Central is the EDI Code of Conduct accreditation.</p> <p>Bronze standard compliance is mandatory by the end of 2023 as a minimum. First EFL progress meeting scheduled for November 2022.</p> <p>More details to follow. Full submission by 10/2023.</p> <p><a href="https://www.carlisleunited.co.uk/news/2022/october/club-united-help-to-raise-awareness-of-mental-health-issues/">https://www.carlisleunited.co.uk/news/2022/october/club-united-help-to-raise-awareness-of-mental-health-issues/</a>  <a href="https://www.carlisleunited.co.uk/news/2022/october/club-fantastic-day-with-workington-super-diamonds-and-cumbria-mental-health-services/">https://www.carlisleunited.co.uk/news/2022/october/club-fantastic-day-with-workington-super-diamonds-and-cumbria-mental-health-services/</a>  <a href="https://www.carlisleunited.co.uk/news/2022/october/rainbow-laces-a-symbol-of-inclusion/">https://www.carlisleunited.co.uk/news/2022/october/rainbow-laces-a-symbol-of-inclusion/</a>  <a href="https://www.carlisleunited.co.uk/news/2022/october/play-safe-this-is-an-important-campaign/">https://www.carlisleunited.co.uk/news/2022/october/play-safe-this-is-an-important-campaign/</a>  <a href="https://www.carlisleunited.co.uk/news/2022/october/hate-crime-awareness-week-united-back-campaign/">https://www.carlisleunited.co.uk/news/2022/october/hate-crime-awareness-week-united-back-campaign/</a></p> <p>“Friendship Friday” takes place on the Friday of Anti-Bullying Week and is an opportunity to celebrate friendship and promote positive relationships.</p> <p>We understand some fans are unconvinced about why we are doing work in this area (they say “we don’t have a problem”). Engagement of fans with the club on EDI and Mental Health tis essential for us to do what is expected as a responsible EFL club and community organisation.</p> <p><a href="https://www.carlisleunited.co.uk/news/2022/july/club-staff/">https://www.carlisleunited.co.uk/news/2022/july/club-staff/</a></p>	<p style="text-align: center;"><b>Information</b></p> <p style="text-align: center;"><b>November 2022</b></p> <p style="text-align: center;"><b>October 2023</b></p> <p style="text-align: center;"><b>Information</b></p> <p style="text-align: center;"><b>18 November</b></p> <p style="text-align: center;"><b>Ongoing</b></p> <p style="text-align: center;"><b>Information</b></p>

CUSG update  
31 October 2022

Issue	Reference/Comments	Status
<p><b>EFL Green Code</b> this will be a major challenge for us. We have completed the initial desk top assessment.</p>	<p>We have received our initial assessment and are reviewing what the next steps should be. Further updates to follow.</p>	<p><b>Ongoing Q3 2022</b></p>
<p><b>Academy</b> We are scheduled to receive a full routine independent audit of EPPP compliance in 22/23.  A new full-time staff member responsible for Player Care has been appointed and is working. This is a new EPPP role specifically funded with new money from the PL following the recommendations of the Fan Led Review.  The next independent compliance audit is in respect of H&amp;S. Due to take place in November.</p>	<p>Academy operations are heavily compliance driven with significant regulation and ongoing independent monitoring and inspection. Details to be confirmed. Watch for further information and full announcement.  Preparation work is ongoing.</p>	<p><b>Audit date tbc</b>  <b>Information</b>  <b>30 November</b></p>
<p><b>Funding and finance</b> We continue to be in a sound financial position day-to-day, with cash reserves in the bank. 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.</p>	<p><b>Our financial position is unchanged.</b>  Audit fieldwork is complete and full audit completion expected by 30 November. We will report a small profit for 21/22 (third year in a row) as indicated previously. At 30 June 2022, we will report more cash in the bank that last year and overall debt debts unchanged as interest charges are balanced by EFL loan repayments and reduction in bank overdraft.</p>	<p><b>Information</b>  <b>30 Nov 2022</b></p>
<p>As fans know, the club is inherently 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 reinvestment).  Crucially, cup runs and player sales bring in extra cash to cover the large gap in our spending on football which is far in excess of the income we earn from trading each season. This is no different to almost all EFL clubs (many others are also subsidised by shareholders).  Higher Business Turnover, ticket, commercial and retail income 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 increase, supply cost inflation, interest cost increases).  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 to Football spending levels not seen for a number of years.  As a result, the overall budgeted loss in 22/23 is significant. Unbudgeted, Football Fortune and improved trading will of course impact.</p>	<p>This underlying context is unchanged, however increased spending and growing external cost pressures add to this .  Further detail here: <a href="https://www.carlisleunited.co.uk/news/2022/january/finances-understanding-club-finances/">https://www.carlisleunited.co.uk/news/2022/january/finances-understanding-club-finances/</a> This will be updated to reflect data to 30 June 2022 shortly.  We have budgeted for an increase in underlying net income in 22/23. Improved Business Turnover has been achieved in 22/23 so far (in part offset by higher Business Costs) in line with this budget.  We expect increase in our budgeted football spending will outweigh this budgeted increase in underlying net income in 22/23, creating a greater loss and cash requirement than in prior years (before Football Fortune).  The budgeted loss in 22/23 will reduce our current cash reserves in the bank as we spend more 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 this spending.</p>	<p><b>30 November</b>  <b>Information</b></p>
<p>As reported previously, it cannot be ruled out that PurePay will require cash repayments in 22/23 (and beyond), as confirmed in the 20/21 Audited Financial statements. The Holdings board continue to seek progress on this but no new discussions have taken place.  <a href="https://www.carlisleunited.co.uk/siteassets/documents-2223/club-briefing---cusg-8-aug.pdf">https://www.carlisleunited.co.uk/siteassets/documents-2223/club-briefing---cusg-8-aug.pdf</a></p>	<p><b>Position is unchanged.</b> 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><b>Position is unchanged</b>  <b>Information</b></p>

**CUSG update**  
**31 October 2022**

Issue	Reference/Comments	Status
Questions	Answers	
The fans zone is great but if it rains, it can't be used. There has been lots of talk about looking at covers. What is the latest position?	The cost /benefit of a cover is not worthwhile at this point. We have lots of other demands for the cash we have. On the occasions the weather is really adverse, we already have lots of inside bars.	
Why are CUFC Holdings meetings not held every month on a regular date and reported to CUSG if the club is serious about fan involvement?	Holdings board meets as an when needed. Sometime this is more often than once a month. Anything significant arising from them is reported to fans.	
At the start of the season the Club made it clear that all football fortune from transfers was exhausted. They also reiterated that each season starts with an anticipated deficit between income & expenditure of £500,000. Additionally the Club are accumulating outstanding interest on the Purepay loan on a monthly basis.	See update on Funding and finance	
Is the interest rate fixed? If not how has the monthly amount been impacted by the recent hikes in interest rates? Can the Club meet this liability?	See update on Funding and finance – on interest	
We are told that the Club have shoved the boat out to help the manager with the playing squad. In view of the comments above how is this being funded & is it sustainable?	See update on Funding and finance – on funding	
On the rare occasion that the youth team play at home on a Saturday morning, could that match not be played on the training pitch at BP, thus increasing income through getting fans down to BP earlier?	The BP training pitch is a first team pitch. We need to protect the pitch for the first team use. We minimise non-first team games on it. It is unlikely to be used for Academy games, especially in Autumn/Winter.	
The FA Youth Cup will be played at BP and yet the Cumberland Cup is played at Frenchfields. Why the different approach?	We need to protect the pitch for the first team use. We minimise non-first team games on it. It is mandatory for FA Youth cup to play on the first team pitch.	
What is the club doing to reduce energy bills and the carbon footprint in general?	<p>We are taking active steps via the EFL Green Code – see above. We have recently received our initial assessment and plan under this scheme</p> <p>Examples of actual actions include for example:</p> <ul style="list-style-type: none"> <li>• Where possible all food products are sourced within 50 miles as policy</li> <li>• Most of our disposable products are sourced from Vegware so are made using plant based material and are fully biodegradable</li> <li>• Cooking Oil is recycled into Bio Diesel Recycling points</li> <li>• Water is sourced from Aqua Pura local spring and the bottles used are 100% recyclable</li> <li>• We are replacing lights in a long term programme with LED's</li> <li>• We segregate waste to improve recycling with Cumbria Waste</li> <li>• We use water from a spring for pitch irrigation</li> </ul> <p>As I have said, we have a lot to do in this area given the stadium constraints we face.</p>	