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 12 December 2022.

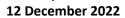
ments Stat	Reference/Comments		ssue
			upporters
a loved one since our last tribute in July <u>sleunited.co.uk/news/2022/july/in-memoriam-our-loved-</u> <u>ed-at-the-crawley-game/</u> <u>alls and please get in touch so they can be recognised and</u> <u>be a game</u>	https://www.carlisleunit		an memoriam tributes P February 2023 will be sharing tributes P fans who have passed away since July 2022.
-			towershills continues to be collected and denoted by fore. The coll
ug – it will be put on display asap. Ongoin oking at a public display option. Ongoin		dilection is now sizeable	lemorabilia continues to be collected and donated by fans. The collend still growing. Further donations are all very welcome.
as been collected will feature in a future website article.	Details of what has bee		
bar will allow fans to access content quickly. Informational second database second and the second database second second database second data	QR codes in the bar wil	the CUSG display	i lass bar More JG memorabilia has been put on display as part of th roject. New section on the website covering all stories from St Jimmy
sleunited.co.uk/news/2022/november/glass-bar-official-			dedication ceremony with Jimmy Glass as guest of honour was held
sleunited.co.uk/news/2022/november/match-day-executive- Comple			ingmoor Park Legends Lounge reopened after refurbishment as the egends Lounge" after being out of use since before Covid. It is a key nore businesses involved with the club – starting on a match day.
Informatio		tact the commercial	ny businesses interested in trying it out on a match day should conta
of 30 for food on a match day, in a more private setting than en sold out most weeks this season and is fully booked out 023.		Stand is to be rededicated	<mark>4-75 Lounge</mark> he room previously known as the "Sponsors Lounge" in the West Sta nd rebranded as the "74-75 Lounge" in the New Year.
of 74-75 memorabilia has been collected by CUSG and will / for the first time. Any other donations will be welcome. vent is being pencilled in for Q1 2023.	be put on display for the		was redecorated and refreshed in early 2022 and reopened for com or the first time in a number of years. It has been in full use since Sep ponsors and match day hospitality guests.
Informatio			ny businesses interested in using this lounge on a match day contac ny business interested in being the sponsor of the new 74-75 lounge
most welcome from CUSG. 14 Jan 20	Ideas for names most v	iddle bar to rename.	/e have the new bar in the Pioneer (formerly shop) and the large mic
1 Jan/Feb. 28 Feb 20	Aim to rename in Jan/F		
k/news/fsa-awards-2022-de-bruyne-mead-win-major-supporter-		on Clarkson on his	LO Ithough the Tranmere SLO team won, congratulations to SLO Simor omination as FSA SLO of the year.
eunited.co.uk/news/2021/december/club-donate-your-old-shirts-for-	https://www.carlisleunited. good-causes/		laying shirt amnesty to hand back old shirts for reuse is continuous to points are in the Blues Store and east stand upstairs ticket of the state of
		•	· · · · · · · · · · · · · · · · · · ·





Issue	Reference/Comments	Status
Retail New kit sales remain strong. Retail sales in the quarter to 30 Sept are +32% up on 21/22. Online sales via Terrace continue to grow.	Check out https://theterracestore.com/collections/carlisle-united	Information
Order placed for extra shirts and kit to replenish stocks after very high sales so far arrived in late November.	https://www.carlisleunited.co.uk/news/2022/november/blues-store-restock-of- home-kit-arrives-from-italy/	Complete
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 the New Year.	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 10 home games total takings are +30% up on 21/22 (21/22 also included Barrow, which was the highest take last year) overall: Home retail sales are up +46% in part due to +11% increase in buyers (as a result of average increased gates) and spend per head is also up +24%. Hospitality income is now also +2% up on 21/22. 	 Status: Simon Hackney and Jimmy Glass have appeared. Next is Dean Walling (date tbc). Watch pre-match info for details Encouraging start to the season is continuing as Autumn 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. https://www.carlisleunited.co.uk/commercial/testimonials/ 	Information Information
Fans may have seen reports of beer cost price increases due in the New Year from Heineken https://www.dailymail.co.uk/news/article-11429931/Heineken-price-increases-London-	At this stage it appears unavoidable that a price increase will be necessary in the New Year on beers in the stadium.	Information
pubgoers-face-7-pint-draft-beers-ciders.html We are looking at the implications on the cost of our supplies going forward.	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 prices remain competitive.	
Gates After 10 home L2 games, the average total attendance is now 5,377 (with 5,124 home and 254 away). This total is +13% up on 21/22 (despite 21/22 including 7,470 from the Barrow game). Fans are backing the team in the best numbers for over 10 years.	 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. 9 out of 10 home L2 games have seen more than 5,000 home fans. This is fantastic support. Whilst Sutton home fans of 4,682 was the lowest of the season to date, this 	Information
	reflects normal seasonality. It was still the best December pre-Xmas gate in the last decade.	
Tickets Season ticket income +18% up: • sales up +12% on 21/22 (total sales 2016). • yield per ticket up +9%.	Half season tickets are on sale for the 12 games starting with Bradford on Boxing Day. 97 have been sold to date. <u>https://www.carlisleunited.co.uk/news/2022/november/half-season-tickets-on-sale-now/</u>	Information
Match day ticket income is up +27% on 21/22 so far after 10 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: +11% increase in numbers of home fans walking up. +13% increase in the yield of income earned per ticket. 	Information
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.	We are reviewing the reprint and move charges on a match day to encourage fans to seek moves before match day, and bring their tickets with them.	Ongoing

CUSG update





Issue	Reference/Comments	Status
We are still seeing 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. 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.	We encourage fans to check they have their season ticket before getting to the game, and to move stands before the match day.	Information
Ifollow Our recent streaming data is as follows: • Stockport (A) 638 • Salford (A) 544 • Sutton (H) 313	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/	Information
Commercial At the end of October 2022, Commercial income is +44% up on 2021/22. Opportunities are still available - just call Debbie, Kerry and Martyn for commercial deals and match sponsorships / hospitality. Contact <u>commercial@carlisleunited.co.uk</u> .	Full details of opportunities are here: https://www.carlisleunited.co.uk/siteassets/documents-2223/commercial- borchure-2223.pdf	Information
 Programme Like many clubs we are seeing sales fall year on year. This season the fall is accelerating. We continue to make the programme available after the match day free online postmatch. In L2 games so far we have sold at an average of just 400 per game. 	Production of a match programme is becoming unviable. Unless sales increase, we will be faced with it failing to cover its costs. https://www.carlisleunited.co.uk/news/2022/october/programme-read-this-seasons-programmes/	Information
 Stadium Much of this work is invisible, but nevertheless essential: Replacement LED lighting is continuing to be installed. November painting focused on west stand externals and north end Paddock. Weather is now affecting works additional first team grass training space on the east side at BP. Full structural survey planned for 22/23. 	 This investment is to save costs and replace life expired lighting. Focus on this area will continue in December. Further updates to follow. To begin Q4 2022. 	Ongoing Ongoing June 2023 31 Dec 2022
EFL EFL Football is a highly compliance-driven business off-the-field. This is increasing. Our operat The regulatory regime continues to toughen, especially over finance and cost control, match da		EFL
EFL Supporter Sanctioning Guidance The EFL has issued clubs with new Supporter Sanctioning Guidance which has been produced for the first time to help clubs adopt a more consistent approach in how they manage supporters who breach the terms and conditions of entry, and ground regulations at stadiums. There are also several recommended sanctions based around the many different types of behaviour we can experience from a minority of fans visiting our stadia, including restorative justice. It covers warning, bans, suspension and other sanctions.	The club is considering the EFL advice and how best to incorporate and adopt its guidance. The club will consult with fans via the CUSG groups as part of this process.	Q1 2023
Behaviour at games Fan support remains brilliant. We have had issues at games versus Orient, Stockport and Salford previously. The club has been subject to three FA investigations after the incidents at these games, and more recently we had another incident versus Sutton reported by the referee.	These incidents are by a very tiny fraction of fans - just one or two people out of over 5,000. For the one or two 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 and club bans.	Information

CARLISLE UNITED

Issue	Reference/Comments	Status
A small area of paddock immediately behind the dugouts has been cordoned off.	We are looking at installing advertising banners to cover these small areas now closed to fans.	
Up The Blues but FFS For Football's Sake and for Carlisle's sake, forget the pyros (Salford and Hartlepool), keep off the pitch (Salford) 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 (Stockport) over opposition players, or objects at officials (Sutton) or opposition (Orient).	We have issued bans against those identified from incidents at Stockport, Salford and Hartlepool. Nobody could be identified after four coins and a small NO2 canister were collected from the pitch-side dugout area vs Orient at the end of the game as everyone left the pitch.	
EFL Safeguarding Safeguarding is a key area of focus for the club. 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/	Information
Scott Taylor is the club's Designated Safeguarding Officer, his details are here: https://www.carlisleunited.co.uk/news/2022/july/club-staff/	Contact Scott with any Safeguarding issues.	Information
Latest annual routine, Safe To Operate independent safeguarding audit took place in October	We successfully passed with an improved rating.	Complete
The issue of unaccompanied U14 children is reducing, but still occurring. Ticket offices and stewards are checking ages. 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
EFL EDI and Mental Health EFL EDI Code of Practice standards for 22/23 have been issued.	The implementation flows to CUFC through EFL regulations. Central is the EDI Code of Conduct accreditation. Bronze standard compliance is mandatory by the end of 2023 as a minimum. <u>https://www.carlisleunited.co.uk/news/2022/july/efl-new-equality-code-of-practice/</u>	Information
We had our first EDI Code of Practice Development meeting with the EFL in mid-November 2022.	Full submission by 10/2023 next year	October 2023
Accordingly, fans will have seen us increase activity over the last few months. This will accelerate as we implement this plan.	We will now finalise our Equality Action Plan 2022-2025 focussing on four specific areas. This will be published on the web site as required by the EFL.	31 December 2022
At Sutton game CUFC supported Carlisle Key in holding a clothing collection.	https://www.carlisleunited.co.uk/news/2022/december/clothing-appeal- united-team-up-with-carlisle-key/	
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	https://www.carlisleunited.co.uk/news/2022/july/club-staff/	Information
EFL has issued a recent club survey on whether to reintroduce multi-ball to the competition.	CUFC supported the reintroduction to try increase on pitch ball-in-play time.	Information
Whilst there was support, it wasn't so overwhelming to justify a change mid-season.		
EFL Green Code We are committed to improving our environmental practices and operations as we continue our journey to a more sustainable future.	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.	Q1 2023
We have successfully achieved the first stage to become an accredited Green Club.	The club will use the Official EFL logo in connection with our Green initiatives.	31 January 2023



Issue	Reference/Comments	Status
We will formulate a Club-Fan "Green Group" to work on joint initiative. Fans with a passion for sustainability are wanted to help us.	https://www.efl.com/-more/efl-green- clubs/#:~:text=In%20a%20first%20for%20football,the%20world's%20greene st%20football%20club.	Volunteer
	Just get in touch via the SLO.	Information
Green 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.	4 Feb 2023
Academy Academy operations are heavily compliance driven with significant regulation and ongoing independent monitoring and inspection to ensure and drive standards and consistency.		Information
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 has been appointed as our new full-time staff member responsible for Player Care. This is a new EPPP role specifically funded with new money from the PL following the recommendations of the Fan Led Review.	It is focused on providing support and care especially in relation to mental health as players develop and their careers progress inside and outside the game	Information
H&S and mental health Our bi-annual routine independent H&S audit took place on 30 November. This involved very extensive preparation and detailed information submission covering 64 areas.	We successfully passed the audit.	Complete
Funding and finance We continue to be in a sound financial position day-to-day, with cash reserves in the bank.	Our financial position is unchanged.	Information
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.		
The annual independent external financial audit is complete and the accounts were approved by 1921 and Holdings board on 9 December 2022.	Filing will be made at Companies House asap. The same disclosures as last year regarding the PurePay debt, will be repeated again, unchanged.	December 2022
As stated in the last update 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 than last year and overall debt debts unchanged as interest charges are balanced by EFL loan repayments and reduction in bank overdraft.	We will then again publish an updated detailed information guide "Understanding our finances" to help fans who want to see all the detail. <u>https://www.carlisleunited.co.uk/club/finances/understanding-club-finances/</u>	Information
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).	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 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 (most others are also subsidised by shareholders).	Further detail here: https://www.carlisleunited.co.uk/news/2022/january/finances-understanding- club-finances/ This will be updated to reflect data to 30 June 2022 shortly.	
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 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.	



Issue	Reference/Comments	Status
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.	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).	
As a result, the overall budgeted loss in 22/23 is significant. Unbudgeted, Football Fortune and improved trading will of course impact.	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 this spending.	
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. https://www.carlisleunited.co.uk/siteassets/documents-2223/club-briefingcusg-8-aug.pdf	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.	Position is unchanged Information
Questions		
When will the next Directors forum be?	No date confirmed. Likely to follow same pattern as last year and be at the end of the football season and at the end of the financial year (June).	
The post-match curry photo was really popular. Why stop doing it?	Post-match player food is now provided by Alex's Pasta Bar.	
What have the club done to cut energy bills?	Energy usage is a big challenge in the stadium due to its age and the infrastructure. We are constantly looking at this, initiatives detailed over previous update reports include:	
	 full West stand electrical rewire. replacement of inefficient and high use electrical and heating items. replacement LED lighting. auto-switches. 	
	See Green Code above.	
Will there be any cheap ticket deals this season?	Can't be ruled out for later in the season, but none are planned or under consideration currently.	
What are the costings to instal and run a boiler to connect to the undersoil heating pipes?	It is not simply a matter of a boiler and connecting pipes to it. What was installed before is not capable of being resurrected in a cost-effective manner. A complete modern and efficient system (a pitch rebuild) would be needed. This depends on specification but would be hundreds of thousands, that is before the running costs.	