



Carlisle United

Equality, Diversity, Inclusion and Mental Health strategy

“Stronger together”

Equality Action Plan 2022 – 2025

Progress review October 2023



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The Club

About Us

We are defined in part by our; history, geography, weather, rural landscape, local pockets of heavy industry and long distances. All combine to make us unique.

We are a club on the northern border of England. Our location means we are the club for a wider region stretching far west and far south. We are the club of the regional capital and its biggest city. Our regional challenges demand a tough spirit where you have to fight hard to succeed. We are the premier sporting organisation of Cumbria. We are a local community Club that reaches far.

We are traditional and proud of our heritage with long memories. We are used to highs and lows and been on the edge of success and adversity. We celebrate our past heroes and are not envious when they leave.

The county of Cumbria is one of the least ethnically diverse in England. The latest census (2021) shows the diversity has increased since 2011.

Our fans demand passion, fight and determination and commitment. They want to see local players flourish. We all want to see our team overperform and outpunch the opposition and give no quarter.

We are 25.4% owned by supporters. They want their voice to be heard. Our fans are fiercely proud and loyal. They are strong minded and vocal. They have grown up on adversity on and off the field. They show their support in large numbers up and down the country. We are proud of them and grateful for their support.

Many come and go from our region, but they stay as Cumbrian's and Carlisle fans born and bred.



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Club mission

“Working Together, building a Sustainable and Successful Club that we can all take Pride in.”

Working Together

This means the Club, the fans and our community in Carlisle and surrounding area coming closer, collaborating and engaging together. There continue to be three areas of focus; CUOSC, CUSG, and CUCST with fans plus working together with community groups.

CUSG plays a vital role as a diverse and independent forum for all our key supporter groups and the Club to continuously engage, communicate and work together on operational initiatives and day-to-day issues affecting fans. The CUSG representation is widening and becoming even more diverse with new members participating. This is an important opportunity.

Successful

Our key priority remains achieving progress up the football pyramid starting with promotion to League 1.

Our long-term financial aim remains to grow and direct as much cash into the Football department as we can without placing the Club in a high-risk position financially or neglecting long-term football initiatives or investment in the wider Club.

Everyone within the Club continues to be ambitious to improve and progress on and off-the-field, in a way that does not risk the future of the Club.

Sustainable

Being sustainable means that we can continue to operate into the future in a way where we can thrive, grow and develop to achieve our goals – not simply just exist and survive or have short lived periods of improvement. At the same time, our rivals are also seeking to progress too. So, to stand still and exist, in reality, means we are falling behind other clubs.

Pride

We aim to be open, honest and straight talking, making decisions and doing things for the right reasons putting the “Club First”. We take pride in celebrating our successes, history and past achievements, learning from our experience to help us be more successful. We aim to keep supporters informed about the Club, engaging with them directly, focusing on our own channels, as well as Working Together with CUOSC and CUSG.



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Our Values - The Club's values underpin what we do:

Pride – recognising the efforts and achievement of the Club on and off the field. Courageous, straight talking, with grit and determination.

Trust - give people confidence in what we do, especially honesty, integrity, fairness, adhering to high principles and professional standards. Be honest in what we do and with each other. Act with integrity in everything you do. Safeguarding, equality, diversity and inclusion are in building trust.

Commitment - we are devoted and dedicated to the Club, the players, the fans and its Community. We will put the Club first. We are committed to providing excellent experience for fans, and value for money.

Success - we will be driven and focused on achieving individual, collective and Club success. What matters is what we have and what we do, not what others have.

Quality – we will strive to have the highest standards we can in everything undertaken by the Club.

Club objectives

We will:

- Strive to be successful on the pitch – this is our top priority – promotion to League One is the immediate target.
- Improve the match day experience, on and off the pitch.
- Improve our engagement and communication with individual fans and supporters' groups.
- Build a club that people want to be associated with.
- Be a place where fans want to come to enjoy football and their match day experience.
- Be open and welcoming to everyone.
- Make a positive difference in our community.





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Aims

The Aims include:

- ensuring the workforce of the club is representative and reflective of our community
- improving the diversity of supporters attending our matches
- challenging discrimination and behaviour both in the stands and social media
- establishing a path for continual EDI developments in the club
- improving the understanding of EDI across the club
- use our platform to challenge unwelcome behaviours and promote inclusive practices, to help drive change on the pitch, in the club’s offices, in the stands and within the communities which we call home
- working collaboratively with our fans, EFL, the wider game and local partners to play our part in improving our game together

Timeline – plan development





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Key Objective Areas (KOA)

We have identified six KOA to address





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Message from CEO

Carlisle United commitment is to promote inclusion and to confront and eliminate discrimination whether by reason of age, gender, gender reassignment, sexual orientation, marital status or civil partnership, race, nationality, ethnicity (race), religion or belief, ability or disability, pregnancy and maternity and to encourage equal opportunities. These are known as the ‘protected characteristics’ under the Equality Act 2010.

Carlisle United will ensure that it treats everyone fairly and with respect and that it will provide access and opportunities for all members of the community to take part in, and enjoy, its activities. Every staff member, Board member, official, spectator, fan and visiting team can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to work and watch football in an environment without the threat of intimidation, victimisation, harassment or abuse.

The Boards of CUFC are fully committed to Equality, Diversity and Inclusion in all aspects of the club. We are passionate about ensuring that we embrace equality and celebrate diversity. We strive to have a broad mix of skills, experience and backgrounds on our Boards, as well as across our staff and volunteer base, as we understand the positive impact that diversity has upon our effectiveness.

The EFL Equality Code of Practice continues to be an integral part of EFL Regulations and achievement of Bronze standard is mandatory for EFL Clubs in 23/24.

The Board has committed to achieve Bronze standard in 23/24 and aims to achieve Silver COP standard by end of this plan period June 2025, Including behaviour that constitutes intimidation, victimisation, harassment, abuse and lack of respect - the behaviours that aren't welcome.

CUFC ensures that we recruit people with the right knowledge, skill and attributes that can effectively support and grow the Club. CUFC is committed to providing information, tools and the necessary training for all board members to be able to deliver their roles effectively. The Board actively consider diversity when recruiting new members. The management team are focused on achieving our objectives which include creating more opportunities across the club and are fully committed to this Equality Action Plan and to promoting our Equality Policy in all of our activities. The Holdings and 1921 Boards of Carlisle United and Chief Executive is responsible for the implementation of this plan.

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| Key Objective Areas | Action | Responsibility | Target date | Status |
|---|---|--|--|---|
| 1 Accountability and commitment | | | | |
| 1.1 There is a clear commitment to equality, diversity, inclusion and mental health and to addressing discrimination demonstrated by the Boards, CEO and leadership team. | <ul style="list-style-type: none"> Adoption of EAP by 1921 and Holdings Review of EAP implementation progress 23/24 Publish EAP on website Commitment to achieve Bronze COP standard 23/24 https://www.carlisleunited.co.uk/siteassets/documents-2324/policies/230626-safer-recruitment-policy-2324-v1.1.pdf Aspiration to achieve Silver COP by end 2025 EDI commitment made on website Allocate resources each year as part of budget 22/23 Allocate resources each year as part of budget 23/24 Allocate resources each year as part of budget 24/25 Equality Policy on website https://www.carlisleunited.co.uk/news/2023/june/equalitypolicy18/ <p>Matchday FA Fan Behaviour Action Plan</p> | 1921 1921 1921 1921 & Holdings CEO 1921 board 1921 board 1921 board 1921 board 1921 board CEO CEO | 31 Dec 2022 Sept 2023 Dec 2022 Jan 2023 Aug 2022 31 Oct 2022 June 2023 * 12 Sept 2023 30 Sept 2024 August 2022 July 2023 Oct 2023 30 Sept 2024 August 2023 | DONE * DONE DONE DONE DONE DONE * DONE 24/25 DONE DONE DONE 24/25 ONGOING |
| 1.2 The 1921 Board monitors compliance with the Club's EDI activities and receives an annual update on this. | <ul style="list-style-type: none"> 1921 board report updates Annual Equality Report to 1921 by the CEO <ul style="list-style-type: none"> Annual Equality Monitoring Audit Annual review of the EAP | CEO and EDI&MH officer | ONGOING 22/23 Q3 23/24 Q3 16 Oct 2023 30 Sept 2024 | ONGOING DONE DONE DONE 24/25 |
| 1.3 The Club has a Equality Board Champion and EDI Officer whose role descriptions reflect their responsibilities for leading and supporting EDI (Club, Academy, First Team). | <ul style="list-style-type: none"> Nigel Clibbens appointed EBC Nigel Davidson appointed EDI& MH Officer (EDIO) Establish structure and Job Activity Roles for EBC and EDIO Publicise on club website https://www.carlisleunited.co.uk/news/2022/july/club-staff/ | 1921 1921 CEO CEO | 29 April 2022 29 April 2022 31 May 2023 1 July 2022 | DONE DONE DONE DONE |
| 1.4 The Club has an internal EDI Working Group with terms of reference. Inclusion group should have no less than 3 members from outside the organisation | <ul style="list-style-type: none"> Initially within Safeguarding Working Group Separate EDI Working Group formed Establish EDI Terms of reference | CEO EDIO | 1 July 2022 Q1 2023 | DONE DONE |

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| Key Objective Areas | Action | Responsibility | Target date | Status |
|---|---|--|---|--|
| | <ul style="list-style-type: none"> Meeting notes or minutes from the EDI Working Group confirm that EDI actions are being delivered The Club holds discussions with Community organisations to ensure diversity of thought. "Block 8" WhatsApp group https://www.carlisleunited.co.uk/news/2022/december/edi-first-networking-meeting-held/ Equality Working Group meetings Further meetings to be held early in 23/24 and 24/25 season | CEO EDIO EDIO EDIO | 31 Dec 2022 June 2022 Dec 2023 Q2 2023 #2 June 2023 Aug/Sep23/24 | ONGOING DONE DONE ONGOING ONGOING ONGOING |
| 1.5 The Club undertakes an Equality Campaign Plan including planned activities covering four Key Priorities: 1 LGBT+ 2 Minority Ethnic Groups 3 Women in Football 4 Mental Health | Annual Campaign plan for each season starting 22/23 <ul style="list-style-type: none"> Plans for equality events the Club will take part in responsibilities partnerships to develop renew and update for 23/24 Set annual SMART targets | CEO / EDIO | 31 Dec 2022 30 Sept 2023 Oct 2023 | DONE ONGOING DONE DONE |
| 1.6 The Club has an up-to-date Disability Access Audit and statement confirming what progress against the actions. | <ul style="list-style-type: none"> Commissioned DAA April 2023 in progress Report received Implement actions | CEO DAO Club | 30 April 2023 27 Jun 2023 ONGOING | DONE DONE ONGOING |
| 1.7 Internal communications from the leadership team ensure that the Board, staff and players are aware of the Club's commitment to achieving the EFL's Code of Practice. | <ul style="list-style-type: none"> Updates by EDIO to all staff | EDIO | 31 Jan 2023 And quarterly | ONGOING |
| 1.8 External communications from the Club confirm its commitment to EDI and addressing discrimination. | <ul style="list-style-type: none"> Club communication channels (Programme, website content, regular social media posts) CUSG meetings and minutes Club Charter The Club demonstrates attempts to diversify its Board through recruitment Set up dedicated CUFC EDI twitter <ul style="list-style-type: none"> Grow follows annually | EDIO CEO CEO 1921 Board EDIO | ONGOING ONGOING June 2022 June 2025 2022 | DONE DONE DONE ONGOING DONE ONGOING |

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| Key Objective Areas | Action | Responsibility | Target date | Status |
|---|--|---|---|--|
| 2 Reporting and tackling discrimination | | | | |
| 2.1 The Club publicises its expectations of fans behaviour in relation to EDI & MH throughout the season. | <ul style="list-style-type: none"> • Include in Charter (annually) – Fan Code of Conduct • CEO updates to fans (6 weekly) • Social media, website channels ONGOING • Include in Supporter Sanction Policy | CEO CEO EDIO 1921 | June 2022 ONGOING ONGOING March 2023 | DONE DONE DONE DONE |
| 2.2 The Club has a Policy and procedure for managing : <ul style="list-style-type: none"> • Incidents on a match day • Incidents on social media | <ul style="list-style-type: none"> • Publish in Charter • Publish on website • Pre match PR • In game PR • Stadium signage <p>Update annually</p> | CEO Media SLO, EDIO, media SLO, EDIO, media CEO | 29 April 2022 Updated June 2023 | DONE DONE ONGOING ONGOING ONGOING |
| 2.3 The Club has a process for recording, tracking and actioning reports of discrimination on match days and through social media. | <ul style="list-style-type: none"> • Matchdays – report within Safety Officer report and incidents reported to CEO • Data collection match by match – | Safety Officer CEO | 29 April 2022 1 Aug 2023 | DONE ONGOING |
| 2.4 The Club has a process for fans to report incidents of harassment, discrimination, and abuse either on match days or social media are publicised on the Club's website, through social media, at the Stadium and training ground. | <ul style="list-style-type: none"> • Get in touch policy reporting procedures on website https://www.carlisleunited.co.uk/news/2022/july/fans-how-to-get-in-touch/ • Match day phone carried by SLO/ email • Meeter and Greeter team • CUSG appoint EDIO | CEO SLO SLO CUSG | 29 April 2022 2021/22 2021/22 2021 | DONE DONE DONE DONE |
| 2.5 Work with relevant authorities eg. Kick it Out, the police, FA, EFL, FSA in relation to discriminatory incidents to action is taken. | <ul style="list-style-type: none"> • Build relations with KIO • SLO and EDIO build relations with Police DFO • Introduce KIO to CUSG | CEO / EDIO SLO/SO/ FD EDIO | 2021/22 1 July 2022 2021/22 | ONGOING ONGOING DONE |
| 2.6 The Club reviews EDI match day and social media incidents and takes appropriate action to prevent the occurrence of similar incidents in future. The Club has introduced a Discrimination Reporting email service, allowing supporters to report forms of discrimination on and after match days | <ul style="list-style-type: none"> • Post-match report by Safety Officer to CEO & FD • The Club provides the email address which allows supporters to report discrimination • The Club provides the procedure on dealing/responding to email reports. • The Club provides the log of incidents which have been made to the Club. • The Club provides matchday fan hot line • Club Fan Behaviour Action Plan in place | SO CEO CEO SO SLO CEO | 29 April 2022 24 Aug 2023 | DONE DONE DONE DONE DONE |
| 2.6.1 The Club can provide community use of its stadium or other venues | <ul style="list-style-type: none"> • Work together with CU CST | EDIO/ CST | | ONGOING |

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|--|--|--------------------------------|---|---|
| 2.7 The Club provides briefings to Stewards | <ul style="list-style-type: none"> • Include EDI in match plan/briefings • Included in match risk assessments | Safety Officer | 1 Aug 2022 1 Aug 2023 | DONE DONE |
| 2.7.1 The Club provides evidence of updated training or awareness delivered to stewards. | <ul style="list-style-type: none"> • Pre-match briefing • EDIO to provide training to stewards • Remedi training | Safety Officer EDIO | ONGOING • 2 Sept • 25 Sept | ONGOING DONE DONE |
| 2.8 The Club communicates to staff and fans on how to report an incident (both on match day, non-match day on social media) | <ul style="list-style-type: none"> • The Club reports all incidents related to EDI complaints to the EFL. • The Club provides an up-to-date incident log of all incidents which have been reported to the EFL. • Notes on investigations and feedback from complainers and on the resolution of the incident | CEO SO, SLO, EDIO CEO | 1 July 2022 23/24 | DONE Outstanding |
| 2.9 The Club provides its procedure of banning fans across the club. | <p>The Club provides</p> <ul style="list-style-type: none"> • examples of communication relating to the banning of fans from the Club. • links to the procedure on its website. • Implement Club Supporter Sanctioning Policy https://www.carlisleunited.co.uk/siteassets/documents-2223/cufc-sanctioning-approach-2223-v1.0.pdf | SO CEO 1921 board | 30 June 2023 2022 March 2023 | DONE DONE DONE |
| 2.10 Individuals are provided with wellbeing information, including on where to go for help and advice in relation to abuse, victimisation, harassment, and bullying | <ul style="list-style-type: none"> • The Club builds partnerships with organisations offering support • It communicates relating to wellbeing guidance documents for related participants across the Club | EDIO CEO DSO | | ONGOING ONGOING |

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| Key Objective Areas | Action | Responsibility | Target date | Status |
|--|--|-------------------------------|---|--|
| 3 Data capture and insight | | | | |
| 3.1 The Club completes an Equality Monitoring Audit of all staff and Board with a return rate of >80% (covers Club staff, Academy). | <ul style="list-style-type: none"> Annual Audit Surveys of the Club (not CCO) – Club, ST holders, Academy Use EFL Template Report to 1921 board 21/22 survey after ended of season Sept 2022 22/23 survey after the end of the season June 2023 | CEO CEO CEO CEO/EDIO | 29 April 2022 Annual May 2022 Oct 2023 2022 18 Sept 2023 | DONE DONE DONE DONE DONE |
| 3.2 The Club completes an Equality Monitoring Report covering season ticket holders including junior members. | <ul style="list-style-type: none"> Use EFL Template Report to 1921 board | CEO | Sept 2023 17 Oct 2023 | DONE DONE |
| 3.3 The Equality Monitoring Reports provide details of the data collection process undertaken, survey response rates, headline findings compared to the Census data and conclusions/ recommendations is shared with the Board for discussion and approval. | <p>The Club provides statistics of number of individuals within each required group as well as the number of returns against each group</p> <p>The Club provides evidence of information issued to supporters in relation to the Equality Monitoring – after the survey https://www.ons.gov.uk/visualisations/censusareachanges/E07000028/</p> | EDI-MH WG | Oct 2023 Nov 2023 Nov 2024 | DONE Outstanding Outstanding |
| 3.4 Using the findings from the equality monitoring audit the Club produces an Equality Action Plan. | <ul style="list-style-type: none"> Draft plan 1921 board approval Annual review | CEO EDIO 1921 board | Q3 2022 20 Dec 2022 Sept 2023 Sept 2024 | DONE DONE DONE * |
| 3.5 The Club complies with all GDPR regulations. | <p>Club establishes a GDPR policy covering</p> <ul style="list-style-type: none"> collection procedures date retention handling of Equality Monitoring returns | FD | 2021 | DONE |

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| Key Objective Areas | Action | Responsibility | Target date | Status |
|---|--|--|---|------------------------------|
| 4 Policy and legal compliance | | | | |
| 4.1 The Club has an approved EDI Policy covering all areas of the business | CEO prepares policy 1921 adopts and publishes policy Updated https://www.carlisleunited.co.uk/news/2023/june/equalitypolicy18/ | CEO 1921 | Jan 2022 June 2023 Oct 2023 | DONE DONE DONE |
| 4.2 The Club has family friendly policies which include adoption, maternity, paternity, parental leave, shared parental leave, flexible working | Staff Handbook – UPDATED June 2022 = section 28 | FD | Jan 2022 June 2022 | DONE DONE |
| 4.3 An up to date Recruitment & Selection Policy is in place. | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy https://www.carlisleunited.co.uk/news/2023/june/club-safer-recruitment-policy/ | CEO 1921 board | Jan 2022 June 2023 | DONE DONE |
| 4.4 An up to date Whistleblowing Policy is in place. | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy https://www.carlisleunited.co.uk/news/2023/june/club-raising-concerns-policy/ | CEO 1921 board | Jan 2022 June 2023 | DONE DONE |
| 4.5 An up to date Staff Grievance Policy and public Complaints Policy are in place. | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy Staff Handbook – UPDATED June 2023 = section 6 Complaints Policy https://www.carlisleunited.co.uk/news/2023/june/club-complaints-policy/ | CEO 1921 board CEO 1921 board | Jan 2022 June 2022 June 2023 June 2023 | DONE DONE DONE DONE |
| 4.6 An up to date Bullying & Harassment Policy is in place. | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy https://www.carlisleunited.co.uk/news/2023/june/club-bullying-and-harassment-policy/ | CEO 1921 board | Jan 2022 Jun 2023 | DONE DONE |
| 4.7 An up to date Disciplinary Policy is in place. | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy Staff Handbook – UPDATED June 2023 = section 5 | CEO 1921 board | Jan 2022 June 2022 June 2023 | DONE DONE DONE |
| 4.8 An up to date Volunteer Policy is in place (if applicable). | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy | CEO | Sept 2023 | DONE |
| 4.9 The Club accesses legal advice on equality, diversity and inclusion matters when needed. | Select a legal firm | CEO 1921 board | Jan 2022 | DONE |
| 4.10 The Club has a new starter induction process which includes the EDI information. | <ul style="list-style-type: none"> induction method statement induction checklist (updated Sept 2023) use i-Recruit | EDIO Club Secretary | Jan 2022 Jun 2022 Jan 2022 | DONE DONE DONE |

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|--|--|--------------------------------|---|--------------------------------------|
| 4.11 The Club provides a statement confirming its legal requirement to submit a gender pay gap report and modern slavery report annually. | NOT APPLICABLE The Club provides its Head Count report demonstrating it has less than 250 employees | | | |
| 4.12 The Club has codes of conduct or job descriptions which set out their expectations of behaviours in relation to EDI for Players, Coaches, Staff, Match day staff & stewards | <ul style="list-style-type: none"> Update contracts Job Description incorporate EDI Code of Conduct incorporates EDI Staff Handbook – UPDATED June 2023 = section 8 Academy Information book Section Section 7, 8 | FD CEO CEO CEO CEO | Jan 2022 Jan 2022 Jan 2022 June 2023 June 2023 | DONE DONE DONE DONE DONE |
| 4.13 The Club has a Mental Health and Wellbeing Policy in place which covers all staff | <ul style="list-style-type: none"> CEO prepares policy 1921 adopts policy https://www.carlisleunited.co.uk/news/2023/june/club-mental-health-policy/ | CEO 1921 board | Jan 2022 June 2023 | DONE DONE |
| 4.14 The Club has an EDI risk register which is updated annually. | CEO prepares 1921 approves <ul style="list-style-type: none"> EDI Risk Register Corporate Risk Register <ul style="list-style-type: none"> 23/24 24/25 | CEO CEO CEO CEO | 31 Dec 2022 30 June 2023 30 Sept 2023 30 Sept 2023 | DONE DONE DONE Outstanding |

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|---|--|------------------------------------|---|---|
| 5 Awareness raising and communication | | | | |
| 5.1 – Publicised Commitment The Club commitment to inclusion and anti-discrimination is publicised | Commitment within: <ul style="list-style-type: none"> website (edi dedicated page) match day programme (ceased) pre match activity Club charter section = section 5 https://www.carlisleunited.co.uk/fans/club-charter/ https://www.carlisleunited.co.uk/club/equalitydiversityinclusionandmentalhealth/equalitydiversityinclusion/ | CEO n/a EDIO/media | 30 Jun 2022 n/a | DONE n/a ONGOING DONE |
| 5.2 – Match Commitment The Club dedicates specific matches / social media activity to raise awareness of the club commitment to inclusion and anti-discrimination | The Club undertakes: <ul style="list-style-type: none"> matches dedicated to inclusion and anti-discrimination messages. dedicated social media activity / matches to inclusion and anti-discrimination. EFL and FA events supported | CEO Media/ SLO/CUSG/ EDIO | 30 June 2022 ACTION PLAN IN PLACE | ONGOING DONE ONGOING |
| 5.3 – Disability Access Officer (DAO) The Club nominates a DAO who is the main point of contact for disabled fans and has a responsibility for matters relating to disability at the club | The Club provides: <ul style="list-style-type: none"> a named individual who is nominated as the DAO – Louise Banks links to website which states contact details for DAO a job description for the DAO Create CUSG Disabled fan group a job description for the Disabled fan rep | CEO CEO EDIO EDIO EDIO | 30 April 2023 30 June 2023 30 June 2023 Oct 2023 30 June 2023 | DONE DONE DONE ONGOING DONE |

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|--|---|--------------------------------|-------------------------------|------------------------------------|
| 6 Education and training | | | | |
| 6.1 The Club confirms that staff have completed Playing for Inclusion training (or an alternative EDI approved training package) | <ul style="list-style-type: none"> Share with staff and follow up Report monthly to EDI WG Report quarterly to 1921 Board Promote and take advantage of EFL training | DSO EDIO DSO CEO EDIO | | ONGOING |
| 6.1.1 The Club delivers EDI training to all staff annually, and the content for this is evidenced. | <ul style="list-style-type: none"> Training Needs Analysis in place with details of courses and requirements Share EFL training courses and material The Club provides opportunities for the LMA & PFA to deliver EDI training to staff across the club structure (First Team, Academy, Coaching Staff) EDI staff session | CEO | Q1 2023 | ONGOING ONGOING ONGOING |
| 6.2 The Club delivers EDI training to stewards & match day staff | <ul style="list-style-type: none"> EFL to visit Training 3 times per season | EFL/ EDIO | ONGOING Sept Dec Feb | DONE Outstanding Outstanding |
| 6.3 The Club has provided counter terrorism and social media training for appropriate staff. | <ul style="list-style-type: none"> Incorporate into Training Needs Analysis | EDI-MH WG | | ONGOING |
| 6.4 The Club provides EDI training to the First team & Academy players. | <ul style="list-style-type: none"> Incorporate into Training Needs Analysis | EDI-MH WG | | ONGOING |
| 6.5 The Club has delivered mental health training for Board members and senior staff. | <ul style="list-style-type: none"> Incorporate into Training Needs Analysis | EDI-MH WG | | ONGOING |

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| Campaign plan | Action | Responsibility | Date | Status |
|------------------------------|---|--------------------------------------|--|-----------------------------|
| All areas | Update as required | | | |
| Promotion and communications | Monthly EDI reports to fans at CUSG <ul style="list-style-type: none"> Agenda item at CUSG Publish minutes EDI report presented to fan members | EDIO | ONGOING | DONE |
| | Publicise game and support EDI initiatives <ul style="list-style-type: none"> EFL Together strategy on line EFL Code of Conduct on line | CEO | 31 August 2022 | ONGOING |
| | Establish EDI page on web site https://www.carlisleunited.co.uk/club/equalitydiversityinclusionandmentalhealth/ | CEO | 1 July 2022 | DONE |
| Improve access to games | Allocate 50 complimentary tickets per L2 game Issue 1000 tickets per season to Block 8 | CEO EDIO | Approved | DONE 22/23 ONGOING 23/24 |
| | Form Block 8 WhatsApp group <ul style="list-style-type: none"> Allocate home game for Block 8 activity Hold two six-monthly meeting per annum First meeting 8/12/2022 Second meeting TBC August/September 2023 | EDIO EDIO EDIO EDIO EDIO | June 2023 ONGOING 8/12/2022 TBC | ONGOING |
| | Allocate games for activities – EDI/Game calendar <ul style="list-style-type: none"> 22/23 - completed 23/24 - ONGOING 24/25 – June 23 onwards | EDIO EDIO EDIO | ONGOING Oct 2023 Oct 2023 | DONE DONE DONE |

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| KP1 LGBT+ | | | | |
|---------------|--|------|------------|------|
| Cumbria Pride | Build relationship with Cumbria Pride | EDIO | ONGOING | |
| | Presence at Pride 2022 In conjunction with Carlisle United Community Sports Trust, attending Cumbria Pride and inviting Cumbria Pride to Brunton Park <ul style="list-style-type: none"> • CLUB: Carlisle United welcomes Cumbria Pride on Saturday - News - Carlisle United | EDIO | Sept 2022 | DONE |
| | Join Friends of Cumbria Pride <ul style="list-style-type: none"> • https://www.carlisleunited.co.uk/news/2023/february/club-united-sign-up-as-friends-of-cumbria-pride/ | EBC | Feb 2023 | DONE |
| | LGBT+ History Month <ul style="list-style-type: none"> • Invited guests from the local LGBT+ community (Cumbria Pride and Outreach Cumbria (For Transgender), for the game versus Mansfield Town to show support for the cause. • Equality, Diversity & Inclusion: LGBT+ History Month - News - Carlisle United | EDIO | Feb 2023 | DONE |
| Rainbow Laces | Support EFL Rainbow laces https://www.carlisleunited.co.uk/news/2022/october/rainbow-laces-a-symbol-of-inclusion/ | CEO | Oct 2022 | DONE |
| | Create With Pride Launch Event <ul style="list-style-type: none"> • to further cement the relationship. • https://twitter.com/CarlisleUtdEDI/status/1642575014225403906?s=20 | EDIO | April 2023 | DONE |

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| KP2 | Minority Groups | | | | |
|-----|---|---|-----------------------------|-------------------------------------|------------------------------------|
| | | Recruit CUSG rep for People of colour Job role | EDIO EDIO | DONE DONE | |
| | Ukraine Community | <u>Ukrainian Independence Day 2022</u> <ul style="list-style-type: none"> https://www.carlisleunited.co.uk/news/2022/september/club-united-welcome-ukrainian-community/ Allocate home game for Ukraine community in 2023/4 Independence Day 2023 - Carlisle United to be involved in celebrations to be held in the city in 2023. | EDIO EDIO EDIO | August 2022 2023 Aug 2023 | DONE ONGOING ONGOING |
| | Immigrant Groups | <u>XMAS clothing collection</u> <ul style="list-style-type: none"> Donate shirts from amnesty via CST Refugee attendance at 7 April game versus Tranmere Refugee journey video and story <ul style="list-style-type: none"> Iran/Afghanistan Kenya Working closely with Carlisle Refugee Action Group (CRAG) and Carlisle City of Sanctuary to ease Refugee and Asylum Seekers | EDIO CEO EDIO EDIO | Dec 2022 Sept 2022 April 2023 | DONE DONE ONGOING ONGOING |
| | | <u>Welcome to Your City event.</u> <ul style="list-style-type: none"> Host a "Welcome to your city event" at the club for the recent refugee and asylum seeker arrivals to the city https://www.carlisleunited.co.uk/news/2023/january/welcome-to-your-city-united-to-host-third-event-for-those-seeking-sanctuary-in-carlisle/ https://www.carlisleunited.co.uk/news/2023/february/welcome-to-your-city-club-hosts-successful-event/ City of Sanctuary Awards Carlisle United was honoured at the Carlisle City of Sanctuary Awards with a certificate to recognise the work put in by the club and EDIO. | EDIO EDIO | Feb 2023 June 2023 | DONE DONE |
| | Kick It Out (Extend partnership with KIO) | <ul style="list-style-type: none"> KIO session with CUSG | EDIO EDIO | ONGOING June 2023 | |
| | Show Racism the Red Card (Player initiative) | <ul style="list-style-type: none"> Web story https://www.carlisleunited.co.uk/news/2023/march/community-annual-show-racism-the-red-card-event-held-in-foxys/ | Media | March 2023 | DONE ONGOING |
| | Autism FC – neurodiversity | <u>Form new partnership in year in 22/23</u> <ul style="list-style-type: none"> 1 activity undertaken in 22/23 - Workington Super Diamonds initiative https://www.carlisleunited.co.uk/news/2022/october/club-fantastic-day-with-workington-super-diamonds-and-cumbria-mental-health-services/ | EDIO | Oct 2022 | DONE |

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| | <ul style="list-style-type: none"> Significant work undertaken on an individual level with Neuro Diversity related organisations regarding provision for Neuro Diverse supporters: <u>First Contact meeting held and ongoing comms ahead of joint meeting:</u> James Rennie School – Plus attended game 7th April, further meeting tbc. Bee Unique – Plus, attended 7th April game with stall to promote their charity and the work they do in the community with Autistic children. People First – Director attended game on 7th April. Hexham Priory School Mayfield School Cumberland Council Newcastle United Disability Team – viewing of Sensory Room at St James’ Park to arrange. BEE Unique – second contact meeting with Carlisle Volunteers and parents Letter sent to all supporters registered with the club as disabled, additional line regarding Neuro-diversity provision and asking supporters to contact EDIO regarding feedback on this work. <u>First/Second Contact meeting planned:</u> Glenmore Trust - 26/04/23 University of Cumbria – 1/8/23 Bee Unique – Information Survey to go to wider Bee Unique comms channels for further feedback. Workington Super Diamonds – August 2023 tbc People First - Second meeting with Autistic Ambassadors 21/04/23 Visit to Newcastle United Sensory Room 20th May 2023 to view the facility. Next phase 23/24 (planning a joint meeting of all groups to discuss provision, funding etc.) TBC People First to send Autism Ambassadors to Carlisle United to discuss the assessment access at the stadium for Neurodiverse supporters 1/8/23 | <p>EDIO EDIO EDIO EDIO</p> <p>EDIO EDIO EDIO EDIO EDIO</p> <p>EDIO</p> <p>CEO/EDIO</p> <p>EDIO EDIO</p> <p>EDIO</p> <p>EDIO EDIO EDIO EDIO</p> <p>EDIO / CEO</p> | <p>June 2023 Mar/Apr ‘23 Mar/Apr ‘23 Mar/Apr ‘23</p> <p>Mar/Apr ‘23 Mar/Apr ‘23 Mar/Apr ‘23 Mar/Apr ‘23 June 2023</p> <p>April 2023</p> <p>May 2023</p> <p>April 2023 Aug 2023</p> <p>ONGOING</p> <p>ONGOING</p> <p>ONGOING April 2023 May 2023 ONGOING</p> <p>Aug 2023</p> | <p>DONE DONE DONE DONE</p> <p>DONE DONE DONE DONE DONE</p> <p>DONE</p> <p>DONE</p> <p>DONE ONGOING</p> <p>ONGOING</p> <p>ONGOING DONE DONE ONGOING</p> <p>ONGOING</p> |
| Pan disability | <ul style="list-style-type: none"> <u>Pan Disability Tournament</u> held by CST; attended by James Rennie School, Hexham Priory School and Mayfield School used to widen relationships in the sector https://twitter.com/CarlisleUtdEDI/status/1638626759661723649?s=20 | EDIO | April | DONE |
| Parkinsons (Parkinson’s UK Carlisle & Cumbria) | <ul style="list-style-type: none"> Working with CPA to discover the barriers facing those with Parkinson’s Disease in relation to access to Carlisle United Attended game with a number of sufferers, carers and advocates. Further discussions for 2023/24 season to be held | EDIO EDIO | March 2023 | DONE ONGOING |
| Blind | <ul style="list-style-type: none"> <u>Blind and Partially Sighted Supporters</u> Having attended the EFL Disability and EDI Conferences EDIO made good contacts with several individuals and organisations one being Jonathan | EDIO | May 2023 | DONE |

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| | <p>Attenborough. Jonathan is coming to Brunton park to assess access for Blind and Partially Sighted People</p> <ul style="list-style-type: none"> On the back of this discussion, conversations around Audio Descriptive Commentary (ADC) have begun. Connections with the University of Cumbria may yield a potential student project around the development of ADC | EDIO/Media EDIO/Uni | July 2023 August 2023 | ONGOING ONGOING |
| Colostomy | <p>Colostomy UK</p> <ul style="list-style-type: none"> Further to meeting with Colostomy UK at the EFL EDI & Disability Conferences in May 2023, further discussions held regarding possibility of ideas around provision in stadium toilets for people who use colostomy/ileostomy/urostomy products. To meet again. | EDIO | July 2023 | ONGOING |
| Scouts | <p>Cumbria Scouts</p> <p>Cumbria Scouts are highly intersectional in their position in this EAP, covering Women & Girls, LGBT+, Young Supporters as well as minority communities.</p> <ul style="list-style-type: none"> Build Relationship with Cumbria Scouts to encourage participation at Carlisle United and to show the diversity within that group. Invited to a game on 7th April 2023. Develop relationship in the 2023/24 season. | EDIO | April 2023 | ONGOING ONGOING |
| Other minority | | | | |
| <u>Vulnerable Supporters in the community</u> | | | | |
| <ul style="list-style-type: none"> Develop relations where possible with vulnerable supporters who may be suffering from long term ill-health or other conditions which make life difficult for them Keith Norman from West Cumbria, linked via Cumbria NHS COMMUNITY: United fan receives nice surprise - News - Carlisle United | | EDIO EDIO | May 23 | ONGOING DONE |
| <u>Overseas Students in the community</u> | | | | |
| <ul style="list-style-type: none"> Develop relations with schools in the area who have long term boarding students from across the globe. Lime House School students from China & Morocco MATCH DAY: Lime House School students enjoy their visit - News - Carlisle United | | EDIO EDIO | Nov 2022 | ONGOING DONE |
| <u>Celebration of the descendants of Windrush on the 75th Anniversary</u> | | | | |
| <ul style="list-style-type: none"> Celebration of the contribution that the descendants of Windrush have given to UK society and football WHAT IS WINDRUSH 75? - News - Carlisle United https://www.carlisleunited.co.uk/news/2023/june/what-is-windrush-75/ Look to develop relations with the community in the area who are descended from the Windrush Migration in the coming season. | | EDIO EDIO | June 2023 ONGOING | DONE ONGOING |

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| KP3 Women in Football | | | | |
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| <p><u>International Women's Day</u> Celebrate IWD 2022 with a gathering of influential women from around the football club and the community. Held at the home game versus Grimsby Town and included Grimsby Town Fan Director Christine Green. https://www.carlisleunited.co.uk/news/2023/march/community-club-and-cst-host-international-womens-day-event/ https://www.carlisleunited.co.uk/news/2023/march/club-international-womens-day-at-carlisle-united/</p> | EDIO | March 2023 | DONE | |
| <p><u>Build partnership with Her Game Too</u></p> <ul style="list-style-type: none"> Develop relationship with Her Game Too through implementation of HGT Rep to act as Women & Girls Rep for CUSG <p><u>Recruit Women & Girls/HGT representative for CUSG</u></p> <ul style="list-style-type: none"> Advertised July 2023 with closing date of 28/7/23 https://www.carlisleunited.co.uk/news/2023/july/cusg-women--girls-rep--hergametoo-ambassador-pt-voluntary-role/ Job role in place | EDIO | 30 June 2023 | ONGOING | |
| <p><u>Carlisle United Ladies Team</u> Build closer links with Carlisle United Ladies Team/Development Team and highlight pathways to young women and girls linked to the club. CLUB: International Women's Day at Carlisle United - News - Carlisle United https://twitter.com/CarlisleUtdEDI/status/1637545161122037761?s=20</p> <ul style="list-style-type: none"> Develop further for 2023/24 Season. | EDIO | All Season 22/23 | DONE | |
| <p><u>Women Players/Coaches from Refugee Community</u></p> <ul style="list-style-type: none"> Developed strong links with two sets of women refugees: 2 Kenyan LGBT+ women 4 Afghan sisters 3 of the 4 sisters and one of the couple from Kenya are now training with the CUFC Ladies Development Team and embarking on a summer league in Cumbria. All have been guests at various games and will return next season. | EDIO | All Season | DONE | |
| <p><u>Period Equality</u></p> <ul style="list-style-type: none"> Established links with Period Equality, a local charity designed to help women and girls with period products as a result of the growing economic crisis. PE have supplied the club with a range of products to be placed in the toilets at Brunton Park | EDIO | All Season 23/24 | ONGOING | ONGOING |

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| KP4 Mental Health | | | | |
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| Extend contacts and club network with 5 new partnerships. | Talk Hub – Walk to the Game initiative held 4 th February 2023 https://twitter.com/CarlisleUtdEDI/status/1621846238650925056?s=20 | EDIO/SLO | 2023 | DONE |
| <ul style="list-style-type: none"> Promote partnerships. Initiatives at games | <ul style="list-style-type: none"> Planning for 2023/24 with Talk Hub, initial meeting 15/04/23. Further discussed 26/7/23 regarding a regular ‘Walk & Talk To The Match’ as a Mental Health and Sustainability Collaboration. | EDIO | ONGOING | ONGOING |
| Promote Mental Health | Carlisle Eden MIND – meeting tbc in early May 2023. Further collaborations regarding Mental Health Initiatives – see ‘Wellbeing Through Football’ project. | EDIO CST | | DONE |
| <ul style="list-style-type: none"> Staff Fans | Work with club on an ONGOING basis around mental health and suicide related issues and awareness training | | ONGOING | |
| Provide signposts for support. | With 3 other new EDI NGOs (see Wellbeing Through Football Collaborations below) | | | |
| | <ul style="list-style-type: none"> Workington Super Diamonds https://www.carlisleunited.co.uk/news/2022/october/club-fantastic-day-with-workington-super-diamonds-and-cumbria-mental-health-services/ Further | EDIO | Oct 2022 | DONE |
| | <ul style="list-style-type: none"> Further work with Workington Super Diamonds on Neuro-Diversity Project to come in 2023/24 | EDIO | July 2023 | ONGOING |
| | Issue material around the Stadium for fans | CEO | Oct 2022 | DONE |
| | Establish Mental Health page on web site for MH information https://www.carlisleunited.co.uk/fans/mental-health/ | | | DONE |
| | <ul style="list-style-type: none"> Wellbeing Through Football - ONGOING development and collaboration with Cumberland Council Community Engagement Team and Thriving Communities Team along with CUFC Community Sports Trust, Carlisle Eden Mind, Every Life Matters, Border City Greens FC, Tubby FC, Cumbria Mental Health Services, University of Cumbria and Tullie House Museum. | EDIO | May 2023 ONGOING | ONGOING |
| | <ul style="list-style-type: none"> Project 1. 13/8/23 & 10/9/23 - A two leg football game between Border City Greens FC and Tubby FC – a Men’s Mental Health/General Wellbeing event, supported financially by Cumberland Council and the FSA’s Fans For Diversity campaign. Supported also by all the above organisations with stalls and advice at each game. Social prescribing event with soft signposting and an aim to build a rapport and environment for men and others to talk about their issues, direct them to the help they need and get them into sport, football and other wellbeing activities. | | | ONGOING |
| | <ul style="list-style-type: none"> Project 1 awareness – a range of social media channels built and a social prescribing pre-event to be held at Whitehaven Rugby Club on 4/8/23 attended by Cumberland Council and CUFC EDIO. | | | ONGOING |

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| | <p>Every Life Matters https://www.carlisleunited.co.uk/news/2022/october/club-united-help-to-raise-awareness-of-mental-health-issues/</p> <p>Every Life Matters – Suicide Prevention Charity – partnered with in Sept 2022</p> <ul style="list-style-type: none"> • Candlelight vigil at Carlisle Cathedral for World Suicide Prevention Day on 10th September 2022. WORLD SUICIDE PREVENTION: Light a candle this weekend - News - Carlisle United • ELM supplied board at the ground and beer mats for the bars with essential numbers and websites for those wishing to talk about suicide, mental health issues and for those recovering from the loss of a friend, family or colleague through suicide. • Work with club on an ONGOING basis around mental health and suicide related issues and awareness training | EDIO | Sept 2022 | DONE |
| | | EDIO | Sept 2022 | DONE |
| | | EDIO | Sept 2022 | DONE |
| | | EDIO/CEO/SO | ONGOING | ONGOING |
| KP5 | | | | |
| Support 4 other community initiatives over the year: | | | | |
| <ul style="list-style-type: none"> • Level Playing Field | <p>Level Playing Field – Unite for Access</p> <ul style="list-style-type: none"> • Game activity <p>https://www.carlisleunited.co.uk/news/2023/march/level-playing-field-unite-for-access/ https://www.carlisleunited.co.uk/news/2023/june/level-playing-field-complete-the-annual-survey/</p> | CEO | March 2023 | DONE |
| <ul style="list-style-type: none"> • Hate Crime Week | <p>Hate Crime – Cumbria Police</p> <ul style="list-style-type: none"> • Working with Cumbria Police to help highlight the issues of Hate Crime and to stamp it out in the area <p>https://www.carlisleunited.co.uk/news/2022/october/hate-crime-awareness-week-united-back-campaign/</p> | EDIO / CEO | October 2022 | DONE |
| <ul style="list-style-type: none"> • Support World Mental Health Day | <p>North Cumbria Community Mental Health Services CLUB: United help to raise awareness of Mental Health issues - News - Carlisle United</p> <ul style="list-style-type: none"> • Continue developing the relationship and activities across 2023/24 | EDIO / CEO | October 2022 | DONE |
| | | EDIO | ONGOING | ONGOING |
| <ul style="list-style-type: none"> • Service Veterans | <p>https://www.carlisleunited.co.uk/news/2022/march/cst-armed-forces-and-veterans-club-launched/ https://www.carlisleunited.co.uk/news/2022/september/cst-arch-henderson-provide-welcome-support/</p> | EDIO CST | ONGOING | DONE |



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Our Commitment – the facts

This Policy will be kept up to date, particularly as the Club changes in nature and size and new requirements emerge. To ensure this, the Policy, and the way it is implemented, will be reassessed and amended on an ongoing basis and reviewed annual basis will be as follows:


- EDI-MH Working Group and External Block 8 group
- EDI issues will be considered as agenda items and discussed at the:
 - Safeguarding Working Group meetings
 - Academy Management Team meeting
 - Technical Board meetings
 - CUSG Supporter meetings
- This EAP will be reassessed and amended on an ongoing basis by the CEO
- The 1921 Board will:
 - include EDI as an agenda item and feature in the Board Report as it ensures the EAP is implemented
 - conduct an annual review of the EAP
 - publish the EAP on its website
- The Holdings Board will ensure the 1921 Board undertakes its role as stated.

Who are the key people responsible for the delivery of this plan?

- Chief Executive Officer
- 1921 and Holdings Board
- Equality Board Champion (EBC) who is CEO
- EDI officer (EDIO) who also on the 1921 board and a board member of CUOSC and EDI rep on CUSG
- EDI-MH Working Group
- Club Senior Management Team

How will we measure overall success?

- Quarterly traffic light report to be shared with the 1921 Board
- Annual Equality Report to 1921 by the CEO
- Annual Equality Monitoring Audit
- Annual review of the EAP
- EFL Code of Practice assessment results

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|------------------|---|-----------------------------------|
| Document version | 231017 Equality Action Plan 2223 EAP Oct 2023 1921 | |
| Preparation date | June 2022 | |
| Update review | September 2023 | CEO and EDIO |
| Approvals | | 1921 board |
| First | 19 December 2022 | |
| 23/24 Update | 16 October 2023 | |
| Next review | 30 June 2024 | 1921 Board |
| Signed |  | Nigel Clibbens Chief Executive |