






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 25 September 2023 and answers will be detailed in the minutes.

Issue	Reference/Comments	Status
<p>Supporters Fans Zone Fan Zone goes from strength to strength. Access at half time for fans from the Paddock South and WRE confirmed with fans to be scanned in and out.</p>	<p>We would still welcome new food vendors to join us. Please contact catering@carlisleunited.co.uk. The scanning arrangements have not worked as we would like so far. We are looking at ways to improve.</p>	<p>Get in touch Information</p>
<p>Behaviour at games We continue to be under FA investigation for incidents at the Bradford Play-off second leg and versus Fleetwood. These incidents of fan disorder must not continue, they are damaging the club. We are implementing an FA action plan on fan behaviour. We will continue to work with fan groups on ways to avoid further incidents.</p> 	<p>No change. We will confirm outcomes in due course. We will continue to issue posters and use social media to try and get the message across.</p> 	<p>No change Information</p>
<p>A homophobic slur from a fan was directed at an Exeter player at Brunton Park.</p>	<p>Club received an FA warning. Carlisle United's commitment is to promote inclusion and to confront and eliminate discrimination. Incidents like this are damaging to us.</p>	<p>We again appeal to fan to behave.</p>
<p>Memorabilia continues to be collected and donated by fans. The collection is now sizeable and still growing. New items are being put on display in the west stand bars every month. Options to display more are being explored by the SLO.</p>	<p>Any other donations will be welcome. Details of the collection will feature in an SLO website article shortly.</p>	<p>Ongoing</p>
<p>In recent weeks we had four replica shirts stolen from the memorabilia display in our East stand reception area. However, club staff identified a suspect behaving suspiciously and, following a police search of his house, they have recovered all four.</p>	<p>Fan now banned by club and is being dealt with by the police.</p>	<p>Information</p>
<p>Retail New developments now fully implemented are:</p> <ul style="list-style-type: none"> • Click and collect – in operation. • Online and in-store loyalty scheme. <p>Second kit order arrived wk10 but some sizes sold out again immediately. A further order has been placed (eta 8 weeks). In excess of 6,000 replica shirts have now been sold.</p>	<p>We expect direct marketing of retail products and offers to commence in October. A third order has been placed – larger than the two prior orders combined.</p>	<p>Ongoing Information</p>
<p>In the first 9 weeks of 23/24 from (2 July until 2 September):</p> <ul style="list-style-type: none"> • Total sales were up +18% on 22/23. • Online sales via the new E-Store were up +88%. 		



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<p>Commercial</p> <p>Match day sponsorships and hospitality are selling very quickly for Foxy's, 74-75 and Kingmoor Park Legends Lounge. There is already limited availability across all the season.</p> <ul style="list-style-type: none"> for the first time in 8 years all stands are sponsored for 23/24. all kit opportunities are sold out, as are all ad boards. Foxy's bar takings are +80% up on 22/23 reflecting greater bookings. For the first time the Family Zone will be sponsored by Fusion. <p>The Fan Zone is also available to be sponsored game by game.</p> <p>Former players are visiting bars and hospitality each game.</p>	<p>Most games are now sold out and availability is limited for the rest. Please book early - do not wait.</p> <p>https://www.carlisleunited.co.uk/news/2023/september/commercial-hospitality-availability-for-the-2324-season/</p> <p>Details to follow.</p> <p>Contact the commercial team on https://www.carlisleunited.co.uk/news/2023/february/club-staff/</p>	<p>Information</p>
<p>Tickets</p> <p>In the first 5 home games up to and including Shrewsbury on 2 September 2023:</p> <ul style="list-style-type: none"> Match ticket yield per ticket is up +12% reflecting the price increases. Average attendance is 9038 (22/23 season average 6,659), Home average 8234 (22/23: 6259) up +32% so far. Away average 804 (22/23: 400) <p>We reiterate all ticket exchanges or upgrades should be carried out prior to match day.</p> <p>We have started to issue marketing information via the new ticketing IT.</p>	<p>Requests on the match day will be declined.</p> <p>We plan to increase our marketing efforts.</p>	<p>Information</p>
<p>Ifollow</p> <p>Latest data: Stevenage 544; Wigan 538.</p>		
<p>Catering</p> <p>After five home games total takings are:</p> <ul style="list-style-type: none"> +86% better than the first 5 games of 22/23. +170% up in the enlarged Fan Zone versus 22/23. <p>We will be relaunching the catering click and collect app at the Peterborough game</p> <p>We are improving our offering with:</p> <ul style="list-style-type: none"> Slush drinks from Hopper's bar (available now). Long Cumberland Hot Dogs from Ross's and Hopper's. London Gin from Lakeland Artisan in Staveley (in November) in bars. 	<p>More new tables/ bench seating has been put in place in the Fan Zone.</p> <p>We are continuing to look to make further improvements where funds allow.</p>	<p>Information</p>
<p>Stadium</p> <p>Work to bring a second training area on the east side has been held up by adverse weather and rising water from the river at Stoneholme. Seeding was initially planned for late July, but heavy rain delayed that operation and it didn't dry out sufficient in the dry spell.</p>	<p>Work will commence as weather permits</p>	<p>Ongoing</p>
<p>EFL</p> <p>EFL Football is a highly compliance-driven business off-the-field.</p> <p>The regulatory regime continues to toughen, especially over club governance, finance and cost control, match day, safeguarding, EDI, security, H&S and player care. Financially an increasing number of clubs are breaching EFL regulations.</p> <p>All-club meeting to be held at Derby Country on 28 September.</p>	<p>The Fan Led Review will bring more compliance and regulation.</p> <p>Club operations are constantly being independently audited, reviewed and inspected. The instances of clubs being charged and sanctioned for financial and other regulatory breaches by EFL and FA are continuing.</p>	<p> Information</p>



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<p>EFL Safeguarding Safeguarding remains a key area of focus for the club. https://www.carlisleunited.co.uk/news/2022/july/efl-safeguarding-standards/ . We have our strategy “Safer together” being implemented. We are expecting an independent audit of safeguarding by Barnardo’s in 23/24.</p>	<p>Our strategy and all club safeguarding policies have been reviewed and updated for 23/24. Our overall strategy, approach and the documents are detailed on the website https://www.carlisleunited.co.uk/safeguarding/ Scott Taylor is the club’s Designated Safeguarding Officer, his details are here: https://www.carlisleunited.co.uk/news/2022/july/club-staff/</p>	<p>Information</p> <p>Contact Audit date tbc</p>
<p>EFL EDI and Mental Health We are in the implementation phase of our Equality Action Plan 2022-2025 “Stronger Together”. The club issued an EDI survey on 18 September 2023 to fans, staff and players. Nataly Mason has joined the EDI team as our new Women & Girls rep.</p>	<p>Progress is reviewed annually. The revised plan will be issued and put on the website in October. https://www.carlisleunited.co.uk/news/2023/january/edi-equality-action-plan/ Please help us get to know you better by completing. It is confidential and takes just a couple of minutes. Contact Nigel Davidson (EDI Officer) if you want to get involved in EDI, for more details. https://www.carlisleunited.co.uk/news/2022/july/club-staff/</p>	<p>Ongoing 25 Oct 2023</p> <p>Complete</p> <p>Contact</p>
<p>EFL Green Code As an accredited “Green Club”, we are committed to improving our environmental practices and operations as we continue our journey to a more sustainable future. Fans with a passion for sustainability are wanted to help us.</p>	<p>We are completing the final stages of formulating our “Green Plan” strategy, which we will now publish in November. Get in touch via the SLO https://www.carlisleunited.co.uk/news/2022/july/club-staff/</p>	<p>30 Nov 2023 Contact us to Volunteer</p>
<p>Fan Led Review The EFL and PL and FA are continuing to negotiate changes to the game in parallel with these reforms.</p>	<p>There is media speculation. A proposal from the Premier League for additional distribution to EFL is pending.</p>	<p>Ongoing</p>
<p>Academy Our annual Independent “Safe to Operate” audit takes place in late September. Additionally, we are scheduled to receive a full routine independent audit of EPPP compliance in 23/24. We appointed a new Head of Coaching. We continue to support good behaviour at all Academy games and training.</p>	<p>This covers safeguarding and associated compliance matters Full EPPP audit date to be confirmed. He will commence work in January 2024. All participants must be respected by fans. Action will be taken in line with club policies where spectators misbehave at any CUFC Academy games.</p>	<p>Sept 2023 Audit date tbc</p> <p>Jan 2024</p> <p>Information</p>
<p>Finances 22/23 The annual independent financial audit took place in September. In July we estimated a full year loss in 22/23 of circa £0.6m. In accordance with Auditing Standards we have undertaken a revaluation of the club’s properties. 23/24 CEO gave an update to supporters in August. We remain in a financially sound position day-to-day. All creditors continue to be paid up to date including HMRC.</p>	<p>We expect to approve the accounts in the next quarter and publish thereafter. The confirmed audited loss before tax will be £0.66m. This will be reflected in the accounts for 22/23. https://www.carlisleunited.co.uk/news/2023/august/chief-exec-an-update-on-current-matters/</p>	



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<p>Transfer sell-ons In my August report I said: <i>“Potential cash for the likes of Dean Henderson and James Trafford will not be transformational, I’ve said that before. It’s far less than media reports, it will not repay the Purepay debt alone, or anytime soon.”</i></p> <p>Sell on fees for Henderson and Trafford have been confirmed. This cash will be received over the next four years.</p>	<p>Confidentiality agreement prevents full disclosure of the amounts due to us.</p> <p>The amounts due to us is close to the £1.1m value attributed to the debt by the Administrators of Purepay, when they sold the debt in December 2020. However, it is only around half the capital originally advanced by EWM before any interest was charged.</p>	<p>Information</p>
<p>Purepay debt Purepay debt position is unchanged.</p> <p>Written detailed proposal made to Purepay on 10 August. Chased by club contacting Purepay solicitor 1 September (requested acknowledgement and response by 8 September). Club received no response. Another chaser issued 11 September by club solicitor. Acknowledged 13 September but no response from solicitor. Chased by club solicitor again 22 September.</p>	<p>Interest charges are escalating as interest rates and compounding takes place. The current cost is circa £4,000 per week.</p>	
<p>Investment The shareholders are in advanced negotiations with the Piatak family in relation to 90% ownership of the club. They have entered into, and are working through, a period of exclusivity with a view to concluding that transaction.</p> <p>CUOSC held a members’ meeting on 25 Sept to discuss to dilute its voting shares to 10%.</p>	<p>https://www.carlisleunited.co.uk/news/2023/september/club-joint-statement-by-carlisle-united-and-its-shareholders/ Any transaction is of course subject to contract, EFL approval, and the participation of CUOSC.</p> <p>A vote of members is to take place week commencing 25 September.</p>	