
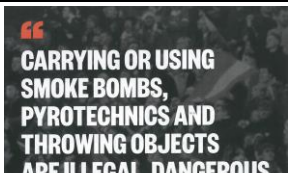





This update is, as usual, focused on operational matters within the remit of the 1921 Operational Board. I will take any further questions from CUSG groups at the meeting on 6 November 2023 and answers will be detailed in the minutes.

Issue	Reference/Comments	Status
<p><b>Supporters</b> <b>Fans Zone</b></p> <p>Fan Zone goes from strength to strength. Takings are up+134% versus 22/23 after eight L1 games (although three were Tuesday night games). It will be enlarged in future with new attractions, especially for younger children. Also, it is hoped to install new branding on the West side.</p> <p>Plans are in hand for temporary covered accommodation to be in place in the Fan Zone for the Winter.</p> <p>Scanning issues at half time for fans from the Paddock South and WRE have settled down.</p>	<p>We would still welcome new food vendors to join us. Please contact <a href="mailto:catering@carlisleunited.co.uk">catering@carlisleunited.co.uk</a>.</p> <p>This will change vehicle access arrangements to the West side on match day. Almost all access to all car parking will then be via the East side only.</p> <p>This is an interim measure for 23/24 pending permanent cover.</p> <p>-</p>	<p><b>Get in touch</b></p> <p><b>25 November</b></p> <p><b>25 November</b></p> <p><b>Information</b></p>
<p><b>EFI Fan survey</b></p> <p>The EFL Supporters Survey 2023/24 will launch on Wednesday 8 November, continuing the League's biennial commitment to engaging fans of all clubs to obtain feedback on many key topics surrounding the modern game and their club.</p>	<p>Please participate to help us and the wider game know your views on key issues. CUSG groups please promote and encourage participation by fans.</p>	<p><b>8 November</b></p>
<p><b>Fan initiatives</b></p> <p>CEO and Suzanne Kidd met CUOSC to discuss fan ideas for initiatives and "quick wins" to improve fan experience. Lots of positive ideas. Schedule and priorities are being set.</p>	<p>See CUOSC report</p>	<p><b>Further information to follow</b></p>
<p><b>Behaviour at games</b></p> <p>We were charged by the FA for the pitch incursion versus Bradford City in the Play-off second leg.</p> <p>Sheffield Wed were fined £50k in October for a play-off pitch incursion and Port Vale were fined £30k in 22/23</p>	 <p>We admitted the charge and submitted mitigation. We await the sanction being imposed.</p>	 <p><b>Information</b></p>
<p>At the game vs Orient a firework was used in the WRE. After a Club and Police appeal the perpetrator was identified and admitted the offence.</p>	<p>He is U15 and has been issued with a temporary ban pending the conclusion of the legal process.</p>	<p><b>Information</b></p>
<p>These incidents of fan disorder must not continue they are damaging the club. We will continue to work with fan groups on ways to avoid further incidents.</p> <p>We are implementing an FA Fan Behaviour Action Plan</p>	<p>The FA inspection at the Orient game to assess our progress in implementation coincided with incident above. <b>We continue implement this plan and once again appeal to fan to behave.</b></p>	<p><b>We again appeal to fan to behave.</b></p>
<p><b>Memorabilia</b> continues to be collected and donated by fans. The collection is now sizeable and still growing.</p> <p>Options to display more are being explored by the SLO.</p>	<p>Any other donations will be welcome.</p> <p>Details of the collection will feature in an SLO website article shortly.</p>	<p><b>Ongoing</b></p>
<p>Working in close collaboration with Tullie House museum, a joint proposal has been submitted to the Big Lottery Fund for a memorabilia project.</p>	<p>Details will feature in the SLO website article shortly.</p>	<p><b>Ongoing</b></p>



Issue	Reference/Comments	Status
<b>Retail</b> In the first 17 weeks of 23/24 from (2 <sup>nd</sup> July until 28 <sup>th</sup> October 2023): <ul style="list-style-type: none"> <li>Total sales were up +76% versus 22/23</li> <li>Online sales via the new E-Store were up 5 fold versus 22/23</li> </ul>	The tentative indications are the third kit order is due to arrive in the UK w/e 24 November. <b>This is only indicative and subject to change.</b>	
<b>Commercial</b> <ul style="list-style-type: none"> <li>Match day sponsorships and hospitality are nearly sold out</li> <li>Foxy's/74-75 bar takings are +42% up on 22/23 to the end of October</li> <li>The Fan Zone is still available to be sponsored game by game.</li> </ul> <b>There is no hospitality availability for Charlton</b>	<b>Most games are now sold out and availability is limited for the rest of the season. Please book early - do not wait.</b>  Contact the commercial team on <a href="https://www.carlisleunited.co.uk/news/2023/february/club-staff/">https://www.carlisleunited.co.uk/news/2023/february/club-staff/</a>	Information
<b>Tickets</b> In the first 8 home games up to and including Burton: <ul style="list-style-type: none"> <li>Average attendance is 8244 (22/23 season average 6659) up +24%</li> <li>Home average 7631 (22/23: 6259) up +22% so far</li> <li>Away average 613 (22/23: 400)</li> <li>Match ticket yield per ticket is up +19% reflecting the price increases and mix</li> </ul> Season tickets are <ul style="list-style-type: none"> <li>3,050 sold compared with 2,197 for 22/23. This is up overall 40%</li> <li>Average yield price per ticket is up +19% (from higher prices &amp; sales mix)</li> </ul>	Overall home fan numbers, away fan numbers, average price per ticket sold and mix of tickets sold are all currently favourable against budget.	Information
<b>Follow</b> Latest data: Peterborough 546 and Burton 553		Information
<b>Catering</b> After eight home games, despite 3 Tuesday night games in 23/24 (none last year) total takings are +65% better than the first 8 games of 22/23		Information
<b>EFL</b> EFL Football is a highly compliance-driven business off-the-field. The regulatory regime continues to toughen, especially over club governance, finance and cost control, match day, safeguarding, EDI, security, H&S and player care. Financially an increasing number of clubs are breaching EFL regulations.	The Fan Led Review will bring more compliance and regulation. 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.	 Information
<b>EFL Safeguarding</b> Safeguarding remains 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> . We have our strategy "Safer together" being implemented.  We are expecting an independent audit of safeguarding by Barnardo's in 23/24.	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 <a href="https://www.carlisleunited.co.uk/safeguarding/">https://www.carlisleunited.co.uk/safeguarding/</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>	Information  <b>Contact</b> <b>Audit date tbc</b>
<b>EFL EDI and Mental Health</b> We are in the implementation phase of our Equality Action Plan 2022-2025 "Stronger Together".  The club completed its annual EDI survey in September 2023. Just over 900 fans responded. This was an excellent response. Thanks to everyone who took part.  In late October 2023 the EFL audit of our EDI Code of Practice compliance took place.	Progress is reviewed annually. The revised plan is now on the website <a href="https://www.carlisleunited.co.uk/siteassets/documents-2324/231017-equality-action-plan-2223--eap-oct-2023-1921.pdf">https://www.carlisleunited.co.uk/siteassets/documents-2324/231017-equality-action-plan-2223--eap-oct-2023-1921.pdf</a>  A review of the survey will be published in November 2023.  Contact Nigel Davidson (EDI Officer) if you want to get involved in EDI, for more details. <a href="https://www.carlisleunited.co.uk/news/2022/july/club-staff/">https://www.carlisleunited.co.uk/news/2022/july/club-staff/</a>  The outcome is expected to be confirmed by late November 2023.	<b>Complete</b> <b>Complete</b>  <b>30 November</b> <b>Contact</b>  <b>30 November</b>



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In October we celebrated Black History Month. In November we will support the campaign against violence against women	[insert links]	November
<b>EFL Green Code</b> 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.	We are completing the finals stages of formulating our "Green Plan" strategy, which we will now publish in November. Get in touch via the SLO <a href="https://www.carlisleunited.co.uk/news/2022/july/club-staff/">https://www.carlisleunited.co.uk/news/2022/july/club-staff/</a>	<b>30 Nov 2023</b> <b>Contact us to Volunteer</b>
<b>Fan Led Review</b> The EFL and PL and FA are continuing to negotiate changes to the game in parallel with these reforms. At the all club meeting held at Derby Country on 28 September. clubs considered potential options. It is hoped legislation will be put forward in the King's speech on 7 November.	There is media speculation a proposal from Premier League for additional distribution to EFL is pending. There is no offer from the PL as yet.	Ongoing
<b>Academy</b> Our annual Independent "Safe to Operate" audit took place in late September. Additionally, we are scheduled to receive a full routine independent audit of EPPP compliance in 23/24. We continue to support good behaviour at all Academy games and training.	This was successfully passed. Full EPPP audit date to be confirmed. All participants must be respected by fans. Action will be taken in line with club policies where spectators misbehave at any CUFC Academy games.	<b>Complete</b> <b>Audit date tbc</b> <b>Information</b>
<b>Finances</b> <b>22/23</b> In July we estimated a full year loss in 22/23 of circa £0.6m. The annual independent financial audit took place in September. In accordance with Auditing Standards we have undertaken a revaluation of all the club's properties. <b>23/24</b> We remain in a financially sound position day-to-day. All creditors continue to be paid up to date including HMRC.	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.	Update
<b>Takeover</b> Legal documents to conclude the sale are progressing. Once completed, the final outstanding documents will be submitted for clearance.	We will keep supporters updated.	Update