



BUSINESS STRATEGY

2021 - 2024

Changing lives 
Through Football



CONTENTS

04	ABOUT US
12	ANALYSIS
19	STRATEGIC PRIORITIES
30	PERFORMANCE MANAGEMENT FRAMEWORK



04



Premier League & The FA
Facilities Fund

ABOUT US



EXECUTIVE SUMMARY

In our Business Strategy, we are proud to set out our strategic priorities and ambitions for the next 3 years; continuing to develop and grow the game - making it safe, fun and **inclusive** for everyone involved .

We are fully aware that we need to bring this to life through our consistent behaviours, values and determination to serve the grassroots football community whilst working closely with our partners and stakeholders.

Over the course of this Business Strategy, we aspire to be **progressive** in our approach, both on and off the pitch, through the implementation of new technologies and innovations; supporting the incredible work of our volunteer workforce.

At Cheshire FA, we believe that football can have a truly positive impact on society. Through a **respectful** and collaborative approach, we recognise the role we play in this.

The work our team are committed to deliver during this strategy demonstrates how at Cheshire FA, we will be **Changing Lives Through Football**.





06

SUPPORTING FOOTBALL SINCE 1878.

Cheshire FA was founded in 1878 and is the governing body for all football in Cheshire, and has since been responsible for the governance, organisation, education and development of football within the County boundaries established in 1927.

On the 30th October 2003, Cheshire FA Headquarters & Football Development Centre was opened by the Chairman of The Football Association, Geoff Thompson. A year later, the county celebrated its 125th Anniversary and were presented with an address from The FA to record its appreciation of the outstanding services to the game rendered by the officers and members.

Cheshire FA is the not-for-profit governing body for all football in Cheshire, and is responsible for the organisation, education, governance and development of the grassroots game in the county.

Cheshire FA continues to work in conjunction with the National Football Association and is an enterprising and dynamic SME in the heart of the County.

We work towards a strategic framework which looks to inwardly invest into key aspects of grassroots football, supporting the infrastructure both on and off the pitch.



ABOUT US

**OUR VISION****Changing Lives Through Football****OUR MISSION****Leading the development and governance of grassroots football in Cheshire For All****OUR VALUES****INCLUSIVE**

Championing and ensuring that football is available and safe for everyone

**PROGRESSIVE**

Committed to continuously improve and be transformational in what we do

**RESPECTFUL**

Set the standards for respectful behaviour across the game

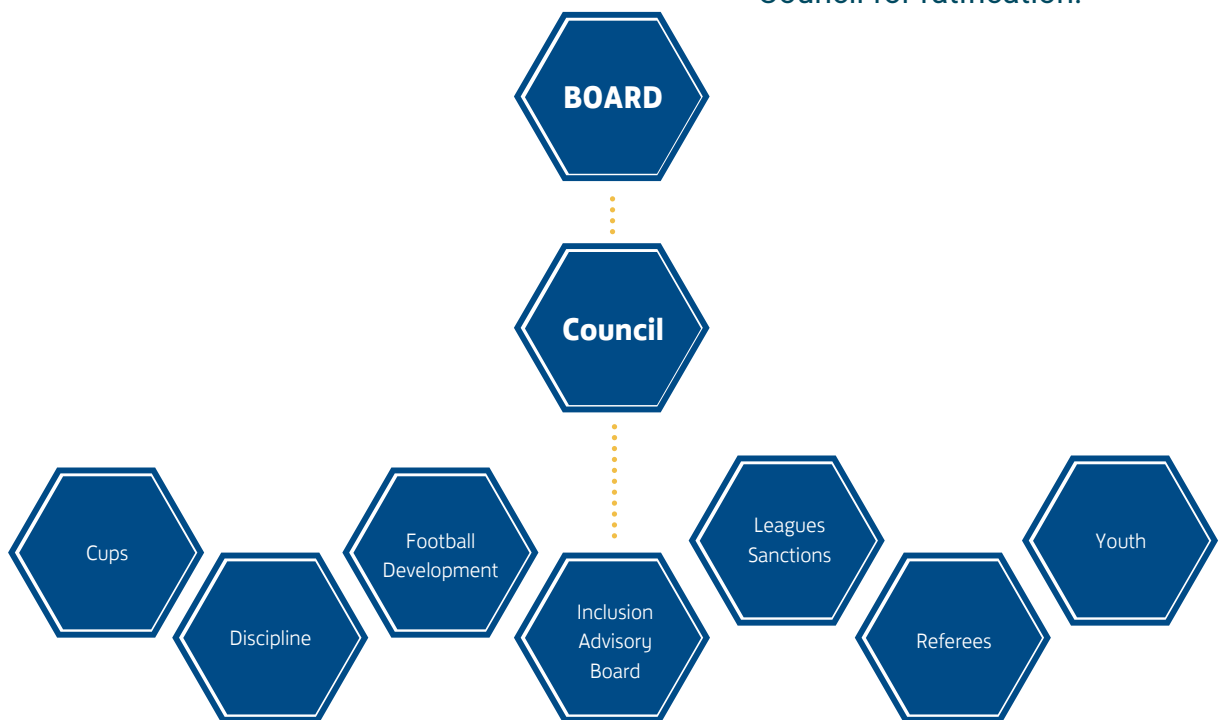
OUR VALUES

07

CORPORATE GOVERNANCE

Cheshire FA has a Corporate Governance structure that sees the Board taking responsibility for the business and finance aspect of Cheshire FA work – whilst the Council takes responsibility for the operational elements of grassroots football.

The decision-making process is based upon standing committees and sub-committees who discuss, debate and then recommend decisions and direction to the Council for ratification.



Cups Committee - Plans and delivers on Cheshire FA Cup Competitions
Discipline Committee - Reviews and support all aspects of Discipline, Sanctions, Commissions and Hearings

Football Development Committee - Supports and oversees the planning, investment and delivery of all aspects of Football Development

Inclusion Advisory Board - Supports the equality of opportunity for Diverse Groups and helps develop opportunities For All. In addition, the IAB helps to eliminate unlawful discrimination, bullying, harassment and victimisation.

League Sanctions Committee - Discusses and recommends on aspects of League Improvement, Compliance and Development Work.

Referee Committee - Supports all aspects of Referee Training, Development, Recruitment, Retention and Promotions

Youth Committee - Deals with all aspects of Youth Cup Competitions and County Youth Team matters





09

Chairman

David D.
Edmunds

Vice Chairman

T.G. Harrop
MBE JP

P.Cullen

P.Ferneyhough

C.Garlick

S.Humphreys

D.W.Mansfield

M.J.Pomfret, ACIS

Cheshire County Football Association is a company limited by guarantee.

Led by the Chairman and Vice chairman, the Board are responsible for the strategic direction of the business and attend regular meetings to make decisions that supplement the objectives of the business.

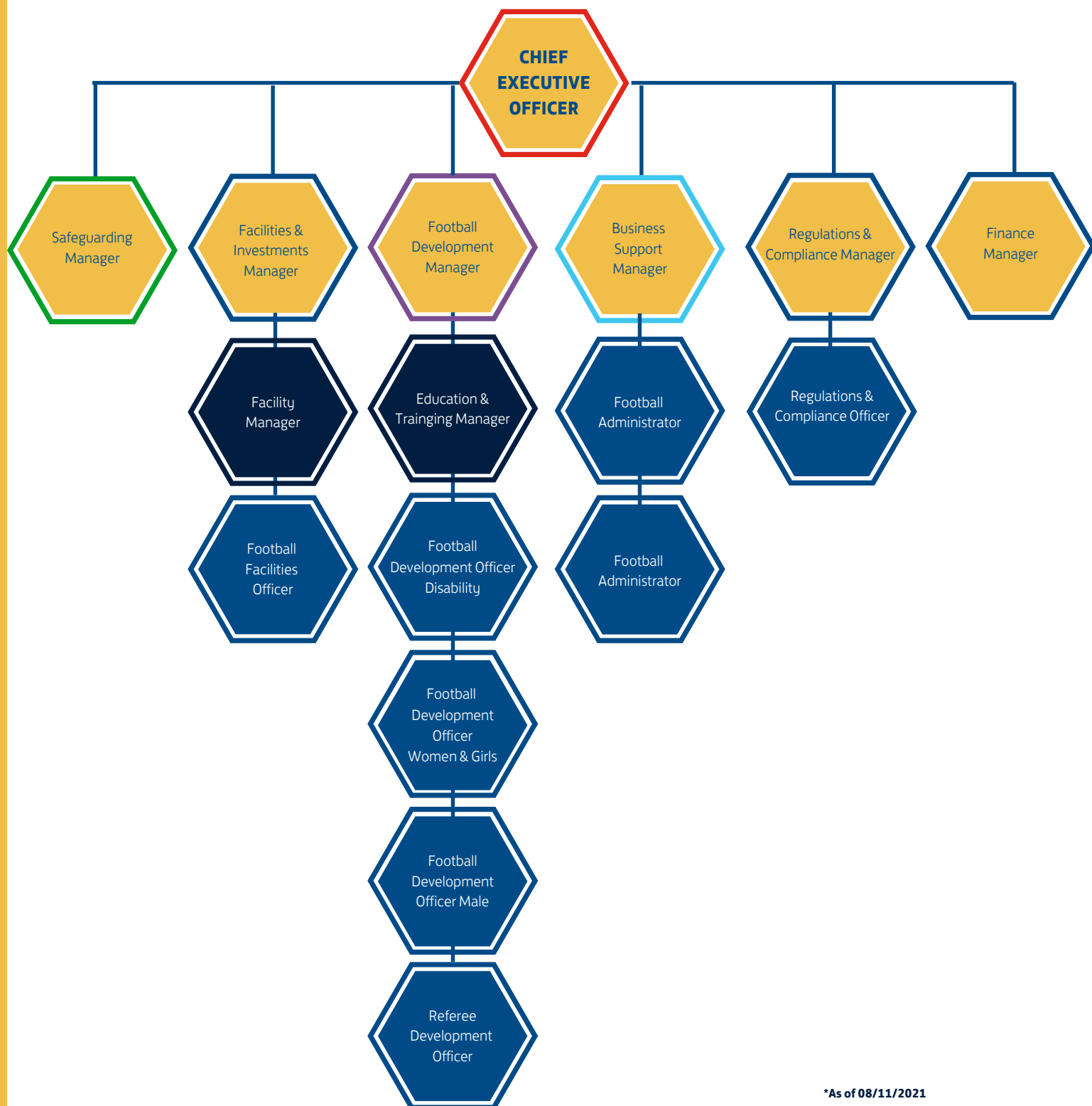


BOARD OF DIRECTORS



OUR TEAM

Our team provide expertise and guidance to meet the needs of our grassroots football community and support the delivery our NGS and business objectives.



Designated Safeguarding Officer (DSO)



Senior Safeguarding Lead (SSL)



Deputy Designated Safeguarding Officer (DDSO)



Deputy Designated Safeguarding Lead (DDSL)

*As of 08/11/2021

10

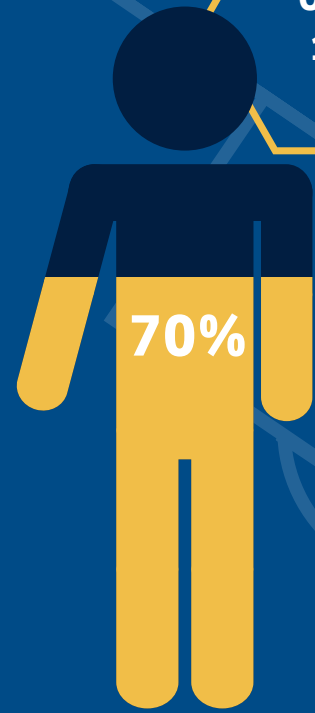
OUR TEAM



White British
90%



6 Female



Other
10%

12 Male



Under 25



25-35



36-55



55+

Total service to Cheshire FA

109
YEARS

11

12



ANALYSIS

OUR

STINEWENTACH

- 96% Player Registration Coverage equaling 65,000 players.
- Introduction of Referee, Discipline and Referee meetings to record, discipline and monitor poor practice and misconduct.
- 7,000+ Referee Reports processed through 20/21 Season.
- Improved Membership Structure through benefits and discounted Personal Accident and Public Liability Insurance.

GOVERNANCE

- Over £35k Invested in 11 Cheshire-based FA Coach Mentors supporting coaches across Cheshire.
- 347 coaches were supported through Coach Mentoring, 129 female & 17 coaches from ethnically diverse communities & underrepresented groups.
- 68 Level 1 Courses delivered. 115 female coaches & 69 coaches from ethnically diverse communities & underrepresented groups achieved the qualification.
- 14 Level 2 Courses delivered. 12 female coaches & 7 coaches from ethnically diverse communities & underrepresented groups achieved the qualification.

COACH EDUCATION

WOMEN & GIRLS

- 22 NEW teams playing in the recreational women's Inspire League.
- New Girls League Structure in Stockport with over 60 teams taking part.
- Over 100 Females engaging in the Female Coaches Network Programme.

- Supported the transition for our volunteers from face-to-face meetings to online/virtual meetings, ensuring they have the appropriate support levels and one-to-one personal demonstrations where required, to grant access. This has ensured inclusion for all no matter what their level of technical ability is.
- Developed a Club & League Marketing Package to support our volunteers.
- Delivered 4 Award Ceremonies to celebrate inspiring individuals across Cheshire.

BUSINESS SUPPORT

CCFA HQ

- Growth and development of the Moss Farm Walking Football Group.
- Introduction of a new weekly Mental Health Football session.
- Partnerships with national/local organisations to be a course venue provider.

13



DISABILITY

- Cheshire Ability Counts won Cheshire FA Grassroots League of the Year 2019
- Pre-pandemic we had 1,050 Affiliated players in Cheshire.
- Expansion of Day Care Centre provision in Stockport.

14

FACILITIES

- £8,412,648 Invested through the Football Foundation to support grass pitches, facilities and equipment.
- 7 New 3G Pitches
- 63 Grass Pitches graded 'Good'.
- £15,750 investment into clubs in 2019 through the Stay in The Game Fund
- £171,735 investment into clubs through the Grow the Game Fund.

& INVESTMENT

INCLUSION

- Establishment of the Cheshire FA Inclusion Advisory Board
- Delivery of the Crewe World Cup in 2019 & 2021
- Continued to support and deliver **Black History Month** Events & the Rainbow Laces Campaign

- 135 Safeguarding Visit's (35 virtually) = 57% Club covered
- Safeguarding has been involved in 206 Poor practice cases
- We have had 31 Referrals leading to permanent Suspensions
- We have conducted 15 CPD events for Welfare Officers
- Pass SOS inspection with best practice highlighted by Girling Hughes and shared Nationally
- We have launched 1:2:1 DSO & CWO support sessions with New CWO induction programme.

SAFEGUARDING

MALE FOOTBALL

- Offered a variety of new formats to enable participation from a diverse range of age groups.
- A brand new Flexi Football offering in 6 locations across the County has led to a sustained growth in 11 v 11 participation.
- An enhanced Walking Football programme of over 30 sessions across the county has seen many players re-engage with our beautiful game.

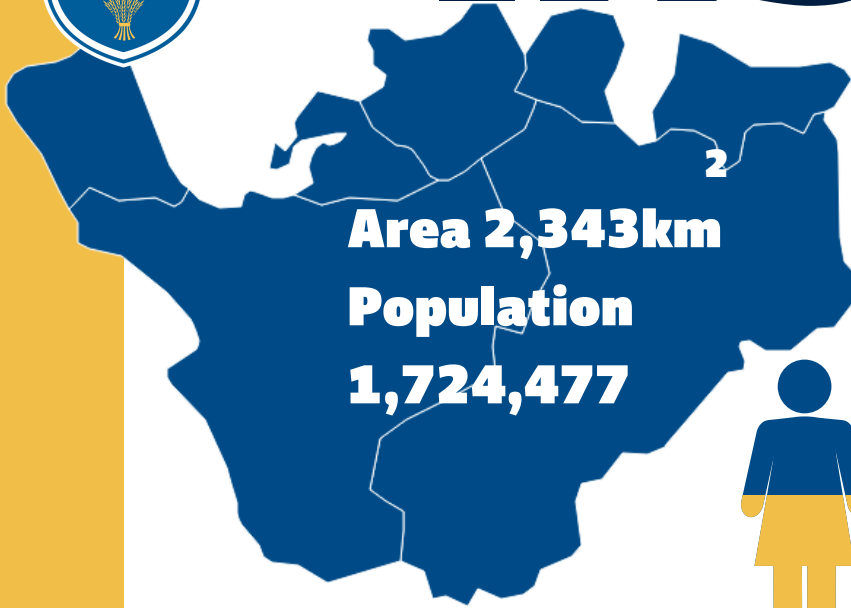
REFEREEING

- Pilot County FA for the new Mental Health Champions scheme providing advice and support to grassroots referees and match officials.
- Provided pastoral 1:1 support for Referees who have been involved in incidents of poor practice.
- Supported the development of the Referees across the County through the delivery of a Referee Centre of Excellence.

OUR



INSIGHT



FEMALE
51.1%



MALE
48.9%



DISABILITY
19.1%



E, D & I
4.9%

CHESHIRE EAST

391K

CHESHIRE WEST & CHESTER

352K

WIRRAL

327K

STOCKPORT

236K

TRAFFORD

143K

TAMESIDE

83K

WARINGTON

59K

HALTON

65K

15



0-4
87,721



4-10
91,483



10-12
42,208



13-17
82,536



18-44
569,354



45-65
519,659



65+
333,594

STAKEHOLDERS

PLAYERS



WORKFORCE



CLUBS, LEAGUES & COMPETITIONS



OTHER INTERNAL STAKEHOLDERS



*As of November 2021

16

KEY PARTNERS



17



STAKEHOLDER FEEDBACK

We sent a survey to 400 random stakeholders to provide some insight to help us move forward. They told us:



60%

**PEOPLE FEEL CONNECTED WITH
CHESHIRE FA**

"I feel that I am very well supported by Cheshire FA."

75%



PEOPLE UNDERSTAND WHAT WE DO

"Support inclusion and the disability pathway by improving facilities both on and off the pitch."

"Focus on health and well being at grassroots level."



100%

PREFERED METHOD OF COMMUNICATION

"More paper-free processes and procedures across all leagues"

18

"Safeguarding is a priority"



19



STRATEGIC PRIORITIES

STRATEGIC PRIORITIES

LEADING

PLAYING

WELL-BEING

OUR PEOPLE

ENABLERS



SERVE THE GAME

GROW THE GAME

HEALTH &
WELL-BEING

GRASSROOTS
WORKFORCE

FACILITIES

CLUBS &
LEAGUES
NETWORK

POSITIVE, SAFE &
INCLUSIVE
ENVIRONMENTS

COUNTY FA
WORKFORCE

UNDERPINNED BY

SAFEGUARDING

DATA & INSIGHT

CORPORATE
GOVERNANCE

CUSTOMER
EXCELLENCE

EQUALITY, DIVERSITY &
INCLUSION

FINANCE



Changing lives
Through Football

20

1

LEADING

Steering the game in Cheshire by serving our stakeholders, providing trusted support and improved facilities.

SERVE THE GAME

FACILITIES

GOALS

- Continue to improve grass pitches across the County.
- Provide a wider coverage of 3G pitches across the County.
- Provide volunteer support and development to those directly involved in administering the game.
- Lead and develop a Safeguarding and Discipline pathway.

HOW

- Regular monitoring of facilities across the county through site visits and steering groups.
- Work alongside funding partners and local authorities.
- Maximise funding opportunities through strong and diverse networks.
- Provide regular training and CPD opportunities for volunteers involved in running the game.
- Provide education and training for those who display elements of repeated poor practice.

TARGETS

- Improve 147 Grass pitches by 2024.
- Increase the number of 3G pitches across the County as per PPS demand by 2024.
- All volunteers in positions of Governance to attend at least one CPD development opportunity.
- A reduction in the number of poor practice cases.

MEASURES

- Steering groups.
- KPI's.
- Regular maintenance and management programme.
- Increase in the number of 3G pitches in areas of high deprivation.
- A reduction in the number of repeated discipline offences relating to poor practice.

OPPORTUNITIES

- Develop strong relationships with funding partners.
- Enhanced relationships across all areas of the business through collaborative work.
- Extend the County FA's reach through commercial partnerships.
- Create inclusive environments through the development of best practice.
- Develop and enhance the skills of our network of volunteers.

2

PLAYING

Providing a safe accessible, tailored pathway for all, working through our club and league networks.

GROW THE GAME

CLUBS &
LEAGUES
NETWORK

GOALS

- Retain participation across all formats of the game; whilst looking to increase participation in the female and disability pathway.
- Maintain high quality and standards across our diverse offer.
- Provide sustainable structures for all formats of the game.
- To make the game fully inclusive and accessible to all.

HOW

- Through collaborative work within the CFA, working closely with the League & Clubs.
- Create partnerships that encourage progressive and transformational provisions.
- Utilise data and insight around participation to inform target areas.
- Remove barriers to participation by creating inclusive environments.

TARGETS

- An increase in the number of players playing across the County.
- To adopt regular communication with providers to enhance relationships.
- Capture the feedback of stakeholders to shape the future of the game.
- Streamline areas of the game to support the sustainability of the game.

MEASURES

- Support the traditional and transformational formats by growing the female game by 30%, retaining male participation and recovering disability football.
- The use of Power Bi to make informed, evidence-based decisions.
- A diverse offer appropriate to participant needs.

OPPORTUNITIES

- A 'For All' ethos which encourages and welcomes new participants.
- Create long-lasting partnerships through full-pathway clubs.
- Build positive working relationships with providers to encourage longevity.

3

WELL-BEING

Working together with partners and stakeholders to create, promote and maintain a caring culture across the game.

HEALTH &
WELL-BEING

POSITIVE, SAFE &
INCLUSIVE
ENVIRONMENTS

GOALS

- Launch initiatives to promote positive behaviours that deliver a game free from discrimination in youth and adult grassroots football.
- Provide inclusion, diversity and well-being training education to volunteers across all formats of the game.
- Create a positive and welcoming environment across all areas of the game.
- Create a Safeguarding toolkit for every affiliated league and club.
- Encourage Clubs & Leagues to promote the importance of talking.

HOW

- Work collaboratively with statutory providers and partners.
- Create partnerships with organisations who specialise in inclusion, diversity and well-being.
- Offer training opportunities across the county to all stakeholders.
- Share examples of best practice from our grassroots network.
- Regularly sign-post stakeholders to relevant help, support and advice.

TARGETS

- Conduct Safeguarding Visits with at least 13% of clubs across the County.
- Create at least 1 new initiative across the three strands that promotes inclusion, diversity and/or well-being each season.
- Establish strong relationships with statutory providers and partners.

MEASURES

- An increase in the number of partner organisations.
- A reduction in the number of discrimination related discipline cases.
- Adhere to and complete the new Safeguarding 365.
- Encourage the introduction of Mental Health & Well-being champions within clubs across all formats of the game.

OPPORTUNITIES

- Enhance facilities with life-saving equipment.
- Develop relationships with charities & health organisations within the County.
- Increase accessibility of football.
- Educate volunteers on a wide scale in relation to inclusion, diversity and/or well-being.

4

OUR PEOPLE

Enhancing the experience of the game through a safe, positive and empathetic football workforce.

GRASSROOTS
WORKFORCE

COUNTY FA
WORKFORCE

GOALS

- Continue to develop the existing volunteer network.
- Progress the next generation of volunteers.
- Develop a diverse Governance Structure.
- Develop County Staff.

HOW

- Engage with children and young people.
- Encourage clubs and leagues to reach out to potential new volunteers.
- Provide high quality CPD that engages new volunteers.
- Educate long-serving volunteers of the benefits of diversification.
- Provide high quality training and development opportunities for County Staff.

TARGETS

- To have a qualified coach in place across all youth teams.
- By Year 3, ensure that 50% of coaches have had the opportunity to attend a CPD session.
- Recruit and retain new Referees across the County whilst offering development opportunities to enable progression.
- An increase in the number of Youth Committees/Councils across Clubs & Leagues.
- An increase in the diversity within governance structures across the County.

MEASURES

- An increase in the number of new volunteers.
- Seek feedback from children and young people to evidence opportunities made available.
- Seek feedback from new volunteers on the quality of CPD provided.
- An increase in diversity within governance structures across the County.
- Staff engagement with training and development opportunities.

OPPORTUNITIES

- Welcome fresh ideas from new volunteers.
- Enhance the sustainability of Clubs & Leagues through succession planning.
- Create new relationships by welcoming a diverse range of volunteers to the game.
- Become a progressive and transformational County FA.
- Share the expertise and knowledge of long-serving volunteers.

SAFEGUARDING

Cheshire FA has Safeguarding at the forefront of all of the work we do.

Through the collaborative work across all areas of Cheshire FA, safeguarding is embedded in the day-to-day functioning of the organisation. All of our departments meet regularly to enable swift action with ongoing matters relating to serious cases and poor practice. This collective approach ensures that all aspects of safeguarding are covered and that football in Cheshire remains safe and welcoming for all.

Safeguarding visits are carried out by the staff team to provide support for clubs and leagues in relation to their standards within safeguarding. Best practice is highlighted and shared within the Club Welfare Officers Network and with the staff team.

Clubs and leagues are able to reach out to the Designated Safeguarding Officer in order to request one-to-one support and advice around all aspects of safeguarding. Additionally, there will be 4 CPD events during the season for our Welfare Network.

All new Club Welfare Officer will have a full induction into their role with cross club collaboration work, through a 'buddy' system.

Monthly updates are provided to Club and League Welfare Officers to ensure accurate information is available and actioned.

It is an aspiration to develop a Safeguarding and Discipline pathway for people with concerns or repeat offenders – through the discipline process. They will receive bespoke education and intervention, to ensure that football is safe and enjoyable for all.

Safeguarding is a golden thread that runs through all of the work we do at Cheshire FA and we look forward to continuing this in the coming years.

25





STRATEGIES/TACTICS

CORE WORK

"OUR VISION"
To enable staff to make data informed decisions



"OUR MISSION"
Utilise Power Bi to create actionable reports



DATA & INSIGHT

Cheshire FA is responsible for setting the standards and values that apply throughout grassroots football in Cheshire. Football is for everyone; it belongs to, and should be enjoyed by, anyone who wants to participate in it.

The Cheshire FA Vision of “Changing Lives Through Football” is an all-embracing vision that demonstrates not only our commitment to equality but also our passionate belief in inclusivity and diversity. The foundations on which this is based are embedded in our values of Inclusive, Progressive and Respectful. We are also committed to consistent behaviours and actions associated to our values.

Our ABC model of inclusion

Our ABC model of inclusion provides a framework to help Cheshire FA support and advocate an inclusive culture. This model accounts for the fact that all of us are on our own ‘inclusion journey’ and that we may be at different stages. The goal is to create an organisation of allies, who are keen to promote and encourage inclusion. So that everyone, in all their uniqueness, can be treated fairly and work together effectively.

Appreciate: inclusion is the antecedent of change

Allyship begins with an individual’s awareness and appreciation of the issues and experiences of others. This stage is reflective of an individual’s growth in awareness.

It may involve an initial step of accepting that equity in society is something worth striving for. Individuals in this phase are identifying the challenges to create an inclusive environment, and becoming open to learn more about their need to act.

Build: an inclusive climate by behavioural change

This stage moves on from an individual gaining awareness and being open to address the challenges of inclusivity to directly building an inclusive environment. Individuals in this phase are helping build an inclusive, fair and equitable climate by their actions. They are proactively building relationships with others, gathering diverse perspectives, empathising, actively listening and communicating transparently.

Champion: change by acting as a catalyst for others

The last phase of allyship is one of advocacy. Individuals at this stage take their behavioural commitment to another level. They tend to look for opportunities to affect change formally and informally. To be successful at this stage, individuals need to be courageous, action-oriented, composed and willing to commit. We believe that inclusion should not be an add on, but run longitudinally through everything we do. We are committed to it being something that we bring to life 365 days a year, with the support of all our staff, Board Directors and members.



FINANCIAL PILLARS





FINANCIAL ANALYSIS

Cheshire FA's approach to Financial Management is professional and robust. We have a strong knowledge base at Board level and we are currently planning on strengthening our staff knowledge and understanding of Financial Management through recruiting a Finance Manager. After a challenging 12 months, that saw us manage and financially control the business effectively, we recognise the need to meet the future needs of our business, Board, CEO and SLT with greater day to day, monthly and strategic financial leadership and expertise.

We will ensure that Cheshire FA controls and manages its finances by ensuring we are reporting accurately and reliably so that we make properly informed decisions. We will also do the following:

- Weekly cash flow updates and review by the Senior Leadership Team
- Monthly Management Accounts prepared and presented to our SLT and Chairman
- Monthly Budget Reviews
- Monthly staff briefings
- Quarterly Financial Management reports and presentations to the Board of Directors
- Effective annual budget reviews and audits

Our strategic priorities over the next three years are to manage in line with the County FA Financial Operating Guidance and to:

- Deliver a balanced budget and forecast effectively (including long term financial planning)
- Maintain and develop our operational and internal financial controls
- Develop and modernise using Xero and new accounting App technology



30



PERFORMANCE MANAGEMENT FRAMEWORK

NGS TARGETS

The National Game Strategy targets are set by the Football Association to ensure that we achieve the projected outcomes over the next 3 years.



31

NGS Targets and Equality targets 2021-24

	Baseline	Year 1	Year 2	Year 3
Key Performance Indicator	2020/21	2021/22	2022/23	2023/24
Registered Male Players	47,497	47,497	47,497	47,497
Registered Female Players	6,133	6,633	7,353	7,973
Registered Disability Players	291	707	*	*
Referee Education & Development				
All Referees	891	*	*	*
Level 5 - Level 7 Referees	729	*	*	*
Recruitment Measure	223	*	*	*
Conversion Measure	134	*	*	*
Retention Measure	713	*	*	*
Progression Measure	66	*	*	*
Coach Education & Development				
Youth Teams	3,214	*	*	*
Youth Teams with Qualified Coach	86.6%	89%	89.5%	90%
CPD		643	*	*
Quality Grass Pitches	43	79	103	147

*TBC - Resets Year on Year

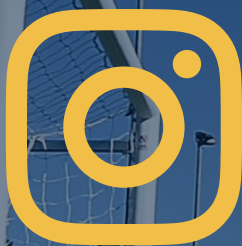
FOLLOW US ON SOCIAL MEDIA



@Cheshire_FA



@cheshirefa



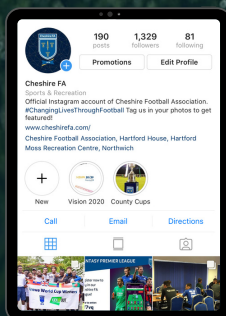
@cheshirefa



@cheshirefa



@cheshire-football-association



Keep up to **date**



BUSINESS STRATEGY

2021-2024



**Cheshire Football Association Ltd,
Hartford House,
Hartford Moss Recreation Centre
Northwich, CW8 4BG**

**01606 871 166
www.CheshireFA.com**