CHESHIRE FA

ANNUAL REPORT

2020







OFFICERS

DIRECTORS

D Edmunds - Chairman

T Harrop - Vice Chairman

C Garlick - FA Rep

P Cullen

P Ferneyhough

S Humphreys

D Mansfield

M Pomfret

S Smithies

REGISTERED OFFICE

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Hartford Moss Recreation Centre

Northwich

Cheshire

CW8 4BG

COMPANY REGISTRATION NO.

03948331



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ANOTE FROM THE CHAIRMAN

Sport in general provides us all with an opportunity to develop positive character traits - and in turn allow us to develop as positive and influential members of our clubs and social groups. In my opinion football does this more effectively than any other sport.

Life lasting character and moral principles are formed through fair play and commitment in football.

Moreover, all of us who are actively engaged in football, irrespective if we are players, referees, coaches, administrators, spectators or supporters – we can all become great role models for our communities – and can truly change lives – for the better, as a result.

The work performed here by the staff at Cheshire FA –

supported by Council and Board Members – is quite remarkable.

We strive to meet and exceed all of the targets set by the FA – and our own desires to be the best that we can be. We build this on the simple principle that football must be a totally safe activity and a very enjoyable one.

However, none of this is possible without the undaunted and critical support of volunteers across the county.

They are the unsung heroes – who - against the odds and often in their own time and at their own expense – are the pulse, heartbeat and lifeblood of the 'Beautiful Game'.

Make no mistake, it is the volunteer who has become the 'Change Catalyst' in the development of the game at all levels. Without their input and devotion and courage then football would struggle - and cease to be the participation phenomenon that it has become. If you have read this piece up to this point - and you are a not a volunteer in the game and you would like to consider becoming one - then please contact us. If you are already a volunteer - we thank you sincerely for all that you do.

Dave Edmunds, Cheshire FA Chairman





ABOUT US

The Cheshire Football Association 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 works in conjunction with the National Football Association and is an enterprising and dynamic SME in the heart of the County.

We currently have approximately 3500 teams playing various formats of affiliated football with over 60,000 weekly participants. The game is supported by over 800 referees and upwards of 5,000 volunteers.

Cheshire FA works towards a strategic framework which looks to inwardly invest into key aspects of grassroots football. Over £24 million pounds has been invested into facilities supporting the local football infrastructure and over £4 million pounds into revenue projects.

SUPPORTING FOOTBALL SINCE 1878

OURVISION, MISSION & AIMS

OUR VISION



Changing Lives Through Football



"OUR MISSIONS" Leading the development of grassroots football in Cheshire For All



Providing Expertise to Engage, Encourage & Empower

Committing to Safe, Enjoyable, Protected & Quality environments

"OUR IMPACT"

Creating Connections and Lifelong Memories



- **Teamwork**
- Responsibility
- Inspiration
- Integrity
- **Empathy**

CHESHIRE FA WORKFORCE

Chachire FA

Staff

9 BOARD MEMBERS

Cheshire FA has a Corporate
Governance structure that sees the
Board taking responsibility for the
'business and finance' aspect of
County FA work – whilst the Council
takes responsibility for the general
operational 'football development'
side of the County FA's role.

Cheshire FA has seven standing committees overseeing cup competitions, inclusion, governance of the game, refereeing and football development.

To support the delivery of our strategy the council and committee structure provides check and challenge to ensure the delivery aims of the strategy are met.

The paid workforce staff provide expertise and guidance as a human resource to meet the needs and deliver against the National Game Strategy and business objectives.



24 STAFF MEMBERS

REVIEW OF THE YEAR

The focus last season was built on 4 key strategies - which in turn have helped us to develop and progress our 11 tactical objectives.

The 4 key strategies are;

- The Safeguarding Operating Standards Strategy
- The Business Strategy2018 21
- The Operational Plan and Delivery Strategy (Key Performance Indicators)
- The Vision 20/20 Strategy

Our Journey from Vision – to Mission – to Impact - has been consolidated by skilful and dedicated work that has truly established our commitment to Changing Lives through Football.

Cheshire FA is leading the development of the grassroots game by working closely with our amazing volunteers.

This is a footballing journey that allows us to create lasting connections and lifelong memories as we continue to increase and support participation in the Beautiful Game.

We are making progress across our 15 Key
Performance Indicators set by The FA, having met three KPI's for the end of the three year strategy already.

We have made strides to improve our governance structure to make it more diverse and inclusive.

We now have council members representing disability football, women & girls football and youth football.

Whilst our board has increased its expertise through the new appointments in Steve Smithies and Sean Humphreys.

We have an Inclusion
Advisory Board with a
diverse membership who
challenge everything we
do in order to improve
our inclusiveness as a
County.





Amongst many successes this season it would be appropriate to pick out a few that truly highlight the great work being achieved by staff and volunteers - supported by the Board and Council.

Safeguarding

In April 2019 we were assessed by Girling Hughes the FA designated Safeguarding Inspection Team. We are pleased to report that we passed the demanding inspection process with great credit across 70 elements of criteria.

Women & Girls

In Women & Girls Football we are the Number 1 in the country for growth in participation with a 20% increase to 5,250 players - now only 100 players off our Year 3 target.

Adult Football

In Adult Football we have created 45 new and retained 'Flexi-Football Teams' across 7 new Divisions whilst we used the Adult Retention Fund to give free affiliation for single team adult clubs.

Disability Football

In Disability Football we have exceeded the Year 1 participation target. A new Ability Counts Youth league division was created. Whilst we have also delivered 4 Disability Social Leagues, 7 College Festivals and 4 Secondary School Festivals.

Governance

In Discipline we are pleased to announce that there were no reported referee assaults last season – referees and clubs continue to be rigorous in forwarding misconduct both on and off the field.

Charter Standard

Our continued progress and development is further shown in the fact that now 52% of adult club's have achieved Charter Standard status. Whilst 87% of youth clubs have achieved Charter Standard status – thus hitting our KPI target.

Education

Last season our coach education programme delivered over 200 courses ranging from FA Level 1's to First Aid and Safeguarding courses. Whilst over £30,000 was provided in coach bursary funding.

Refereeing

In the 2018/19 season 38 referees received promotion, whilst over 240 new referees qualified across 11 courses.

Facilities

The Pitch Improvement Programme has a target of 174 pitches to be improved over the length of the strategy up to 2021 – and first visits for the programme currently sit at 85 pitches. Whilst grant funding has been successfully awarded for four 3G's in Cheshire.

Marketing & Commercial

This year we have held another successful awards ceremony recognising over 30 volunteers on the night.

Whilst we have also produced an app which has had over 500 downloads, a brand new E-Magazine and a marketing package to support our clubs and leagues.



FINANCIAL REVIEW

The current financial climate proposes challenges ahead.

The company turnover has fallen slightly compared to last year when the company ceased the trading of the small sided football arm of the company.

With the fall in income and the increased cost of sales has meant that the company has seen a £17,000 fall in the gross surplus generated this year compared to last year.

Even with the fall in gross profit the company has continued to increase it's investment in staffing with employment costs increasing by over £40,000.

To help fund these increases the company has used the surpluses generated from previous years accounts.





FA Funding

Cheshire FA is in the second year of the FA's current strategy which runs from 2018 to 2021. The strategy means that the FA will continue to maintain the same level of funding as in the previous strategy, which the County received a drop of 9% in funding. Cheshire FA is still heavily dependent on FA funding, which directly provides the county with 30% of the company's total turnover.

The FA will also be changing the way that County

FA's are funded by making significant changes to the funding formula. These changes are set to be introduced from the start of the 2021 season. Although the direct funding has been maintained, the FA has increased funding in a number of projects including £38,000 for Coach Bursaries and over £30,000 into the girls game through the Game On project and Wildcats centre funding. We are also thankful to MBNA for their continued support of the Girls game, without their financial support we would not have seen the growth and engagement within the girls' game, which has helped us become the fast growing County in the

Memberships

country for female football.

This year has also seen us adapt the affiliation model from a club-based offer to a team-based version. This was a response to the changing football landscape with the number of affiliated clubs continuing to fall year on year. However, the average number of teams per club has increased significantly. Therefore our affiliation pricing model needed to change to ensure that we can maintain the level of income generated through affiliation.

Challenge

Although there are a number of financial challenges ahead for the company with reduced revenues and increased costs, the company is taking this opportunity to review the company's income streams and major areas of cost to ensure that the company business model is sustainable under these continued challenges.

INVESTMENT Over £123,000 was invested into grassroots football by Cheshire FA in the 2018/19 season. This investment has been distributed into projects across all areas of the grassroots game including; our Girls Game On project, Men's Health projects, the Elevens League and Futsal projects to name just a few. **Coaching Bursaries** Whilst £38,000 was provided in bursaries for coaches looking to develop their coaching. **Small Grants** We have also supported grassroots clubs through a variety of small grants including; the Adult Retention fund, the Disability Small Grant and a Women's Recreational Grant. Over £7,000 was invested into grassroots football through these small grants. **Football Foundation** £2.28m was also secured through the Football Foundation for 3G Grant Funding to four facilities in Cheshire. OVER £2M SECURED THROUGH THE FOOTBALL FOUNDATION

VISION 2020



Vision 2020 has been a flagship project that we were able to launch publicly last season.

The planning and delivery of a World Class Football Facility on Knights Grange in Winsford is now well under way.

The facilities will also include a branded hotel and new medical centre which will have a community based aspect to it as well as sports injuries and rehabilitation.

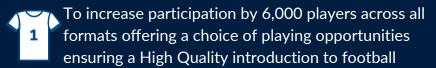
Cheshire FA has already invested £57,000 in the initial development phase.

The project will have a profoundly positive effect on the local community in all sorts of ways.

Winsford Academy sitting right next door also stands to gain massively from a mutually beneficial relationship.

These exciting partnerships will impact on jobs, the local economy, academic attainment, training, well-being and community cohesion & engagement to name but a few.

STRATEGY 2018 - 2021



To provide a modern grassroots experience through innovative technology enabling an easy, accessible, engaged football journey

To service the development of all Clubs and Leagues to meet exceptional standards

To ensure 100% compliance of the Safeguarding Operating Standards to provide safe, fun and protected environments for all

To engage, encourage and empower a skilled and diverse workforce that continually raises the standards of the game

To increase the quality of new and existing football facilities by improving 174 grass pitches and developing sustainable modern, football hub sites that provide accessibility for all

To operate a modern, strategic customer focused business with innovative practices that provide expertise in an effective and efficient manner

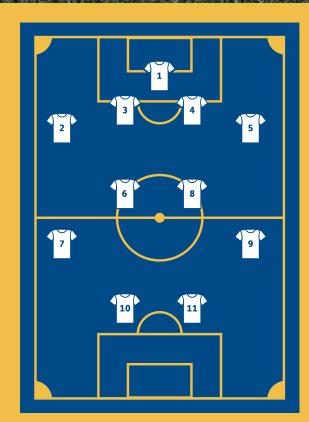
To provide relevant and engaging content, in all of our communications at the right time in the right way

To provide professional guidance and advice to uphold the integrity of the game through rigorous governance procedures in a fair and timely manner

To achieve the preliminary equality standard award by leading and implementing an Inclusion strategy that creates opportunities for all

Build a robust commercial strategy that will diversify income opportunities providing further investment into football in Cheshire

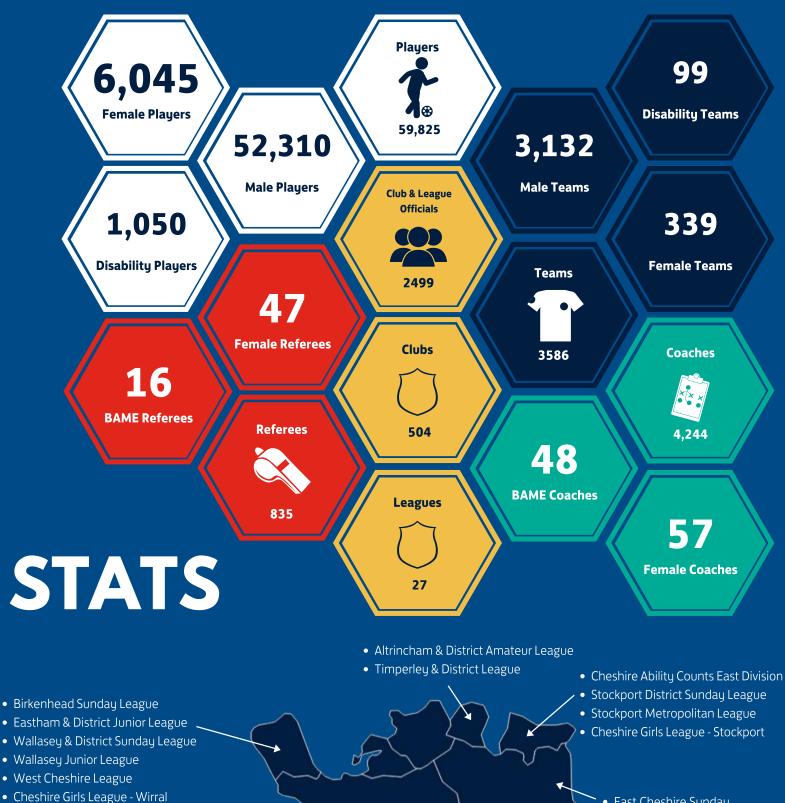
We fully commit ourselves to exemplifying in our work and behaviours, our Vision, Mission and Values. Our strategies are built on understanding WHY we do what we do - WHAT we need to do- and then HOW we do it.



STRATEGY FOR GROWTH

We have 15 National Key Performance Indicators across all aspects of the business to meet during the current three year strategy.

CURRENT FIGURES	DISTANCE TO TARGET	2021 TARGET
52,310 Male Players	5,063	57,373
6,045 Female Players	Meeting Target	5,350
1,050 Disability Players	67	1,117
420 Futsal Players	Meeting Target	160
87.08% Youth FA Charter Standard	12.92%	100%
52.64% Adult FA Charter Standard	Meeting Target	50%
66 Qualified Female Coaches	68	134
44 Qualified BAME Coaches	24	68
89.78% Youth Teams with an FA Qual. Coach	13.99%	100%
835 Referees	205	1,040
47 Female Referees	24	71
16 BAME Referees	23	39
84.19% Player Reg. Coverage	15.81%	100%
Pass Safeguarding Operating Standard	Meeting the Standard	Pass
5 Grass Pitches Improved	169	174



- - Cheshire Ability Counts West Division • Chester & District Junior League
 - Chester & District Sunday League

 - Chester & Wirral League

Cheshire Wide Leagues

- Cheshire Football League
- Cheshire Veterans League
- Cheshire Women's & Youth League
- North West U21 League

- East Cheshire Sunday League
- Inspire League
- Mid Cheshire Youth League
- Cheshire Girls League Mid Cheshire
- Crewe & District League
- Crewe Regional League
- South Cheshire Youth League



EVERXTHIA KOU N IN THE PALM OF YOUR

DOWNLOAD NOW



develop as an individual.



FEMALE FOOTBALL

6,045 PLAYERS

339 TEAMS

43 SSE WILDCATS

The female game continues to grow and Cheshire FA has supported a number of leagues and programmes to increase opportunities for women and girls to access football.

SSE Wildcats

43 Wildcats centres across Cheshire. Working with external partners to set up a safe and fun environment for beginner girls aged 5 - 11 years old to attend turn up and play sessions.

Inspire League

The Inspire league is an inclusive league and now consists of three divisions with 18 teams from across the County.

210 Women are currently registered to take part in the fixtures programme from various different backgrounds and ages ranging from 18 - 68 years old.

Cheshire Girls League

We want every girl across the county to be playing within a league structure that has the same rules, formats and have access to the same standard of quality pitches.

New local central venue leagues have been formed and strategically placed, not only to help girls' football but also to encourage & develop female referees & coaches in a quality environment.



20% PARTICIPATION INCREASE SINCE 2018

50 NEWLY FORMED 11 V 11 TEAMS

MALE FOOTBALL

There are now more ways to play the game than ever before which incorporate teams and individuals of all ages and ability which we believe this will enable us to grow our male pathway like never before.

Elevens

The Elevens Leagues now have 7 divisions across the County which service over 50 newly formed 11v11 teams with 23 new teams being generated in the past season. This new format of the game has support Cheshire FA significantly with the decline in the number of teams playing in the traditional Saturday/Sunday Leagues and meant that we actually have in total, 2 more 11v11 teams than we did in the 17/18 season.

Just Play

Just Play is an initiative which targets individuals wanting to play the game to engage with weekly, organised, recreational football sessions. Over the past season, Cheshire FA has worked closely with affiliated Community Clubs and various Facilities to develop 28 brand new centre's across Cheshire. Approximately 350 players have engaged with this programme during the season who may not have played if this format of the game was not implemented.

Walking Football

Cheshire FA has affiliated 15 brand new Walking Football teams in the 18/19 season to ensure that players across Cheshire wanting to play in a organised and fully regulated Walking Football provision, now have the opportunity to do so.







SAFEGUARDING



GOVERNANCE



Each season we support and safeguard grassroots football in Cheshire through governance.

Governance of the game covers; affiliation, discipline, sanctioning, player registration and club administration.

Memberships

Over 490 clubs and over 25 leagues affiliate each season in a busy period for us in the off season to ensure that all football is insured and safe.

Player Registration

We are currently achieving our year 3 target of 80% of leagues using online player registration, with us set to achieve 100% of leagues using the system next season.

Discipline

Last season saw over 2,000 more cautions, over 180 more red cards and over 50 more misconduct charges than the previous season.

This year we have held over 400 hearings to ensure that participants, clubs and match officials are appropriately charged concerning misconduct charges through a fair process.

Respect

We are constantly working to improve Respect in the game through a vairety of initiatives alongside The FA's 'We Only Do Positive' campaign.

Debt Recovery

Last year we supported a number of clubs to recover debt from outstanding fines through this process.

Summer Tournaments

Last season we sanctioned over 50 competitions to ensure that all tournaments were safe and followed procedure.



Cheshire FA is committed to embracing our mission of fully embedding inclusion - and to remove discrimination whether by reason of age, race, religion and belief, gender, sexual orientation, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity.

At Cheshire FA, we recognise by promoting equality and tackling discrimination we will provide a positive and harmonious environment where all members of our football communities - can feel welcome and valued.

Our Journey from Vision – to Mission – to Impact - is consolidated by skilful and dedicated work that has truly established our commitment to Changing Lives Through Football. Cheshire FA leads the development of the grassroots game by working closely with our amazing volunteers.

This is a footballing journey that allows us to create lasting connections and lifelong memories as we continue to increase and support inclusion, diversity and participation in the Beautiful Game.

Take a look at our Inclusion Report below.

Inclusion Report





FACILITIES

Working in partnership with the Football Foundation, Sport England, Local Authorities and partner organisations, we aim to shine a light on the funding opportunities and grants available to the football community in Cheshire.

Local Football Facility Plans

In the last year Local Football Facility Plans have been approved for 7 Local Authorities, the plans outline local requirements for facility investment supported by the Football Foundation. These plans can be found on our website.

Funding

Grant funding was successfully awarded for four 3Gs in Cheshire – Neston High School, Eaton Bank Academy, Broomfield's Leisure Centre and Lymm High School.
Cheshire West and Chester secured £2 million in capital funding to deliver their Local Football Facility Plan. Whilst Cheshire East developed a grant application to improve key grass pitch sites in the area.

The Pitch Improvement Programme

The Pitch Improvement Programme has a target of 174 pitches to be improved over the length of this current strategy up to 2021 – and first visits for the programme currently sit at 85 pitches.

A Programme pilot was carried out in the Wirral with West Kirby United last season. The club, with the council's approval, received grant funding from the Football Foundation and has now increased maintenance of the grass pitches that they use. The improved standard of the pitches has allowed for more games to be played throughout the season.

Our website now has all information relating to facilities and investment in one single portal.

Visit our website



OVER £2M SECURED THROUGH THE FOOTBALL FOUNDATION

COACHING



This year we have held over 200 courses to support coaches across Cheshire along the Coaching Pathway.

Course Programme

Through our Coach Education Programme we delivered 39 Level 1 courses at different locations supporting over 600 learners, 6 Level 2 courses supporting 87 learners and 1 Level 3 (UEFA B) supporting 24 learners.

We also delivered Club and League based Safeguarding and First Aid courses for 30 different organisations.

Bespoke Courses

Two Female specific Level 1 courses included within our main programme supported 57 new Level 1 female coaches.

39 BAME coaches were supported to complete an FA Level 1 – assisted by the launch of the BAME Coaches Network launched at the successful Black History Month event held in 2018.

Coach Mentor Programme

The Coach Mentor programme is a programme that represents a major investment in the grassroots game and offers on-the-ground support to FA Charter Standard Clubs, leagues and target groups. It has seen 347 Coaches supported this year across the County.

Coaching Bursaries

In 2018/19 £38,900 was given in bursaries across 269 grassroots coaches.

Coaching Networks

At Cheshire FA we also have a BAME and female coach network with 41 coaches between both groups.

Other Measures

91% of Youth Teams are now supported by a FA Qualified Coach, an increase of 4% on last season

View Our Courses



48 BAME COACHES



Cheshire FA is dedicated to producing, supporting and developing a highly motivated and talented network of FA qualified referees.

This year we have held 11 referee courses to help over 250 people get into refereeing.

IBER Cup

We took four officials to the 2019 IBER Cup in Lisbon, the trip gave the four officials the chance to learn, develop and enhance a number of refereeing skills, as well as learning about how to overcome language barriers.

Women's Referee Development Group

We also have a Women's Referee Development group. With a focus on developing match officials for the female game, the group will help referees highlight best practice and allow members to share their experiences of the game.

Referee CORE

Our Referee CORE has gone from strength to strength. Our Centre of Refereeing Excellence provides ambitious referees with training and education to support them on their journey from grassroots football through to the elite game.

Yellow Armbands

We introduced yellow armbands for U18 officials across Cheshire. The armbands have been designed to identify younger referees and ensure that they are supported.



CHESHIRE FA YOUTH TEAM



The Cheshire FA County Youth team represents Cheshire in competitive action against other Counties in England, participating in both The Association of Northern Counties League and The FA County Youth Cup.

The 2018/19 season saw the Cheshire FA County Youth team reach the semi-final of The FA County Youth Cup, being defeated by Norfolk FA.

Whilst the team finished second in The Association of Northern Counties West Division League behind Liverpool FA.

2018/2019 Results

Cheshire FA 1-3 Liverpool FA
Cheshire FA 7-2 Sheffield & Hallmashire FA
Cheshire FA 2-1 Lancashire FA
Cheshire FA 2-2 Gloucestershire FA (Pens 4-2)
Cheshire FA 1-3 Norfolk FA
Cheshire FA 1-1 Lancashire FA
Cheshire FA 6-0 Westmorland FA



COMMUNICATIONS

In 2018/19 we took our Marketing and Communications to a new level.

Cheshire FA App

We have produced an app to provide quicker access to condensed information needed by our stakeholders as a one stop shop for everything grassroots football. The app has received over 2,000 views and over 500 installs.

The 1878

We launched a brand new E-Magazine to get our stakeholders up close and personal with our grassroots volunteers, providing updates on our progress and highlight some of the great stories happening across the grassroots game in Cheshire. The magazine averages over 1,000 views per issue.

Marketing Package

We have produced a marketing package to help our clubs and leagues promote themselves at a price that they can afford. The package has already been purchased by four clubs and two leagues.

Awards

In 2018/19 we ran two award ceremonies for referees and volunteers across Cheshire. Across both awards we recognised the achievements of over 40 people involved in grassroots football whilst also continuing to support our charity partner through the awards.

OUR NEW APP HAS HAD OVER 2,000 VIEWS ALREADY

Download Our App

STATS



10,332
Followers

2,810
Followers



(O)

1,401

Followers

84
Subscribers



in

398
Followers

565
App Downloads





373,829

Website Views in 2019

90% Positive Feedback on

Freshdesk





Our partners help us to support grassroots football in Cheshire. We are very proud of the partnerships that we have created.



The FA govern football nationally and provide us with funding in order to support grassroots football locally. We work closely with The FA on a number of projects.



Once Upon a Smile was founded in 2011 to provide emotional and practical support to bereaved families. We have just announced a renewal of our partnership for a further 3 years.

mbna

MBNA's vision is to enable customers to purchase today, with money they will pay the company tomorrow. The MBNA Foundation initially funded our Girls Game On Project as well as supporting a number of other projects.



Marc Darcy is the epitome of the quintessential English gentleman, with a knack for creating the finest men's garments with a modern twist. Marc Darcy have supported a number of our projects including our awards that are put on to celebrate our volunteers.



Nike's mission is to bring inspiration and innovation to every athlete in the world. Nike support several FA projects to provide kit and equipment to clubs and leagues across England.



Kitlocker.com was formed with a vision to significantly improve the level of service that existed in the university team-wear industry. We have a number of clubs using Kitlocker.com across

Cheshire.



This platform can help our clubs to raise funds throughout the season by earning cashback when anybody connected with the club makes an online purchase across thousands of retailers.



Koolpak are working in partnership with us to offer our clubs special discounted prices for essential First Aid items at a discounted rate.

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Keep up to date

CHESHIRE FA

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2020

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