



**GREATER  
MANCHESTER  
FOOTBALL**

# Manchester County FA Organisational Structure Governance and Leadership 2021-2024

‘For a better grassroots game in Greater Manchester’

*Passionate, Inspiring, Professional*

*Updated January 2023*



**GREATER  
MANCHESTER  
FOOTBALL**

# Manchester FA – ‘For a better grassroots game in Greater Manchester’

## Our Purpose

***“FOR A BETTER GRASSROOTS GAME IN GREATER MANCHESTER”***

## Our Commitments

### *We Will: -*

- *Safeguard the game for a safe, fun, and welcoming environment.*
- *Grow participation for the benefit of physical and mental health.*
- *Develop grassroots football, supporting the people that make it happen with an excellent standard of service, and being underpinned by effective governance.*
- *Utilise the power of football to unite and grow the people and communities of Greater Manchester.*
- *Create a game truly For All and reflective of the Greater Manchester population.*

## Our Values

Our values underpin our people, our business, and our game. We are committed to demonstrating our values in everything that we do.

### **PASSIONATE**

Creating opportunities, broadening football’s appeal  
and keeping more people involved in the game.  
Committed to delivering a high-quality service every time

### **INSPIRING**

Inspiring the next generation of players,  
coaches, referees and volunteers.

### **PROFESSIONAL**

Committed to delivering a high-quality service,  
every time, on and off the field.

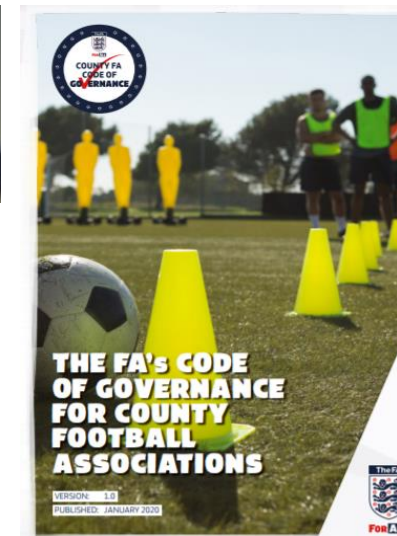
# OUR GOVERNANCE

## Our Game In Manchester

### Corporate Governance – It's fundamental to our success and future success.

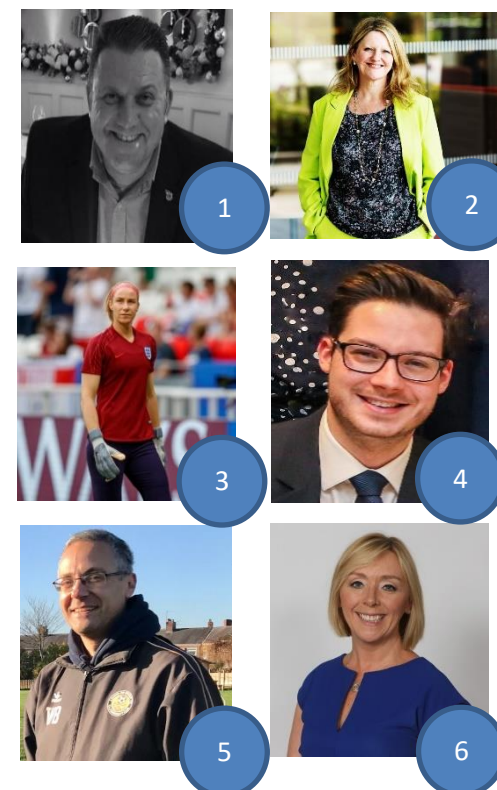
Our Corporate Governance continues to evolve. We have always prided our governance to be 'fit for purpose' and we now strive to be 'fit for the future'. Our Board of Directors are the key and **ultimate decision makers** and have been since April 2017, when we removed our Council and introduced a clearer governance structure and accountability. We currently have three strategic groups that report directly into the Board. These are Regulations Strategy Group, Safeguarding Strategy Group and Inclusion Advisory Board.

Reporting to our Executive Team (The CEO, COO, Football Development Manager and Football Services Manager) is 'Our Game in Manchester' **OGIM**. Within OGIM, we have working groups that support our strategic delivery. Each working group has an Independent Chair appointed with members recruited from our key networks and stakeholders and most importantly grassroots, adding diversity within our broader team.



### Our Independent Board of Directors Updated November 2023:

- **John McLellan-Grant (1)** – Executive Director and Chair of the Board (Chair, Salford District Junior League) – **Retired from Role 20<sup>th</sup> October 2023 and as a Director from 3<sup>rd</sup> November 2023**
- **Jane Crombleholme (2)** – Independent Chair – **Appointed as a Director 6<sup>th</sup> September 2023, Independent Chair from 20<sup>th</sup> October 2023.**
- **Colin Bridgford** – CEO and Senior Safeguarding Lead, Company Secretary, FA Representative and Ex-Officio Director
- **Karen Bardsley (3)** – Independent Non-Executive Director and Women and Girls Board Champion, Chair of Greater Manchester Women's Football Board – **Appointed – 3<sup>rd</sup> January 2020**
- **Rebecca Britain** – Independent Non-Executive Director and Professional Game Lead (Club Secretary Manchester United FC) – **Appointed – 30<sup>th</sup> January 2020**
- **Elliot Ward (4)** – Senior Non-Executive Director and Communications and Marketing Lead (Senior Communications Director, Manchester City FC, City Football Group) – **Appointed - 27<sup>th</sup> September 2018**
- **Will Blandamer (5)** – Independent Non-Executive Director and Safeguarding Board Champion (Executive Director Health and Care, Bury Council and Bury Clinical Commissioning Group) – **Appointed – 10<sup>th</sup> May 2018**
- **Geraldine Ryan (6)** – Independent Non-Executive Director and Legal Board Champion (Partner, Cameron McKenna Nabarro Olswang LLP) – **Appointed 28<sup>th</sup> March 2019**
- **Dan Jones (7)** – Independent Non-Executive Director – Finance and Risk – **Appointed – 12<sup>th</sup> July 2022**
- **Anika Leslie-Walker (8)** - Independent Non-Executive Director - Equality, Inclusion and Diversity – **Appointed – 12<sup>th</sup> July 2022**
- **Chris Armstrong (9)** – Independent Non-Executive Director – Health and Wellbeing Board Champion (Board Safety Champion) – **Appointed – 12<sup>th</sup> July 2022**



## Recent Appointments to the Board in 2022/23 Season



### DAN JONES (LEFT OF PICTURE) - NON-EXECUTIVE FINANCE AND RISK DIRECTOR

Dan has leveraged 25 years of sports business leadership experience formally at Deloitte as a Global Lead Partner as the Head of Sports Business Group. Alongside this, Dan was a panel member for the Independent Fan Led review of Football Governance by Tracey Crouch MP. He is passionate about football at all levels with both his son and daughter playing grassroots football and is also a season ticket holder at Manchester United Men's and Women's teams.

"I dedicated the most recent 20 years of my career to building a sports consultancy business focused on quality of client service and development of professional experience for the people working within it. I am a team player committed to delivering to a high standard personally and supporting others to reach their potential. I now have the time available to use these skills to support grassroots football at Manchester FA."

### ANIKA LESLIE-WALKER - INCLUSION ADVISORY BOARD CHAIRPERSON

Anika has worked within the football and education landscape throughout her career and has developed a specialism within sport, gender and race. As well as her current role as a Senior Lecturer in Sports Sociology at Nottingham Trent University, she has been an observer of the Manchester FA Board since September 2021 and has supported The FA's Women Leadership Programme.

"I am excited to be within a role where I can show my passion for football and the organisational vision of Manchester FA. Football is a tool that can be utilised to break boundaries and contribute towards improving educational outcomes. I am aware of the protected characteristics in society and have a hope that every individual will be provided an opportunity to football in Manchester, despite their background."

### CHRIS ARMSTRONG - NON-EXECUTIVE HEALTH AND WELLBEING DIRECTOR

Over the last 17 years, Chris has developed an in-depth knowledge of high-performance sport programmes. This includes working previously in sport at Birmingham City FC, Warwickshire County Cricket Club and within his current role as Wellbeing Programme Manager at Mercedes-AMG Formula One team. Chris also recently supported Sport Birmingham Working Group in a voluntary consultancy role supporting the Commonwealth games legacy programmes.

"Within my role at Manchester FA I will look to draw on my experience and passion in developing a high-performance health and wellbeing strategy to support the needs of the organisation whilst supporting the wider Board and stakeholders in their overall mission to develop the game across Manchester."



## The FA's Code of Governance for County FA's.

Our County FA Code of Governance submission will take place in the Summer of 2021. We are well placed to achieve the standard through the innovative and progressive governance work that we have completed through previous National Game Strategies. Our Dashboard opposite illustrates how well placed we are for success in 2021.

Whilst Manchester FA as an organisation is not in direct receipt of public funding, we believe that many of the organisations within Greater Manchester will be obtaining such funds, especially Post Covid and therefore to access those funds, Manchester FA should demonstrate the commitment to achieving the highest standards that the FA Code of Governance provides.

Manchester FA has adopted an 'Annual Appraisal Review' complemented by an annual skills review. The Chair of the Board and the Senior Non-Executive Director ensure biannually that they conduct those reviews with members on an alternate basis to ensure the views of Board members are heard. In 2022 we will complete an Independent Review of our Board and our governance in full.

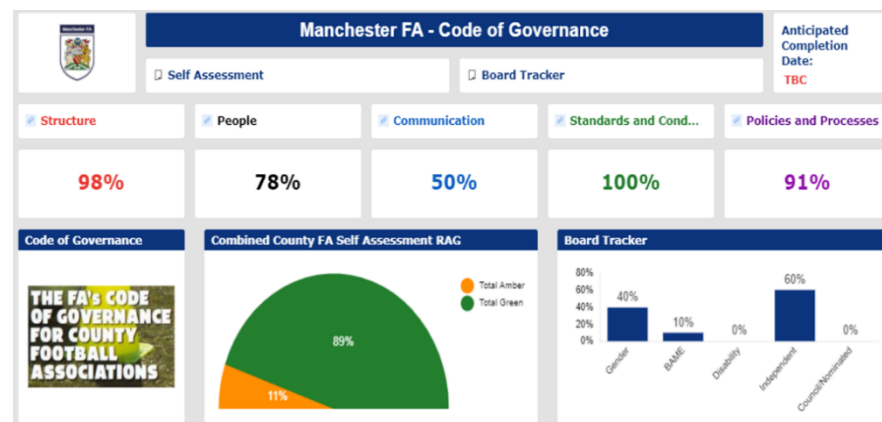
Our Governance aims for 2021 to 2024 are:

- **1) Continue to Increase and develop our skills and diversity in decision making in partnership with our Inclusion Advisory Board**, with a minimum of at least 40 per cent gender diversity on our Board.
- **2) Complete an Independent Review of our Governance and create a robust succession plan for the Board**, with Chris and Anthony's terms of office ending July 2022, it's imperative that we plan forward and ensure our Board continues to be effective.
- **3) Continue to ensure compliant and effective governance**, to ensure our broader governance structure in Our Game in Manchester delivers effectively.
- **4) Provide greater transparency**, for example, publishing more information on the structure, strategy and financial position of the organisation.

**Board Advisors** - Co-opted to the Board of Directors also include:



- **Tania Brown (10)** – Local Authority Designated Officer (LADO) & Safeguarding Advisor for Education Tameside Local Authority
- **Holly Grimes (11)** – Chair of Manchester FA Young Leaders Academy and member of The FA Youth Council and FA Regional Youth Network Lead (North) – **Retired from Role in June 2022**
- **Emmanuel Allen-Bennett (12)** – Appointed representative of Manchester FA Young Leaders Academy



Chris & Anthony terms ended 30<sup>th</sup> June 2022





**Our Game in Manchester (OGIM)** is the governance support and insight to check and challenge Manchester FA. OGIM is strategic working groups with their membership comprising of Manchester FA Staff and Independent Members/Volunteers from across Grassroots Football. Three groups have direct reporting to the Board of Directors with Board Champions. The other groups are operational and report to the Executive Management Team.



### Regulations Strategy Group (RSG)

Board Lead – Jane Crombleholme – Chair  
 Keith Marsden – Independent  
 Paul Rose – Independent  
 Colin Bridgford – CEO  
 Rachael Birchall – COO  
 Paul Roots – Football Services Manager  
 Andrew McNulty – Football Services Officer  
 Conor Brown – Referee Development Officer



### Reporting to the Board of Directors

#### Safeguarding Strategy Group (SSG)

Board Safeguarding Champion – Will Blandamer  
 Deputy Board Safeguarding Champion - Tania Brown  
 Colin Bridgford – Senior Safeguarding Lead  
 Scott Dean – Designated Safeguarding Officer  
 Paul Roots – Deputy Senior Safeguarding Lead  
 Collette Morris - Oldham LADO (Independent)  
 Ryan Greenhalgh – Safeguarding Manager Manchester City (Independent)  
 Helen Murphy – Safeguarding Manager British Mountaineering (Independent)  
 Clare Barber – Safeguarding HR Advisor (Independent)  
 Stuart Walkinshaw – Grassroots & Private Provider (Independent)

### Inclusion Advisory Board (IAB)

Board Lead – Anika Leslie-Walker  
 Emmanuel Allen - Burnett – Young Leaders Representative  
 Ben Abberstein - Independent  
 Anne Thompson - Independent  
 Emma Foden – Independent  
 Marie Cartwright - Independent  
 Emily Owen's – FDO (Inclusion and Disability)  
 Colin Bridgford – CEO  
 Kathryn Smith – Football Development Manager

### Reporting to the Executive Management Team – Chair of Board, CEO, COO, Football Services and Development Managers

**Competitions Working Group (CWG)**

**Independent Chair – Rob Goodwin-Davey**

**Team Lead – Aimee Cook**

**Coaching Focus Group (CFG)**

**Chair and Team Lead – James Longdin**

**Young Leaders Academy (YLA)**

**Independent Chair – Emmanuel Allen-Burnett**

**Team Lead – Aimee Cook**

**Clubs & League Working Group (C&LWG)**

**Independent Chair – Keith Marsden**

**Team Lead – Joe Mathias**

**Referee Development Team (RDT)**

**Independent Chair – Mike Sutcliffe**

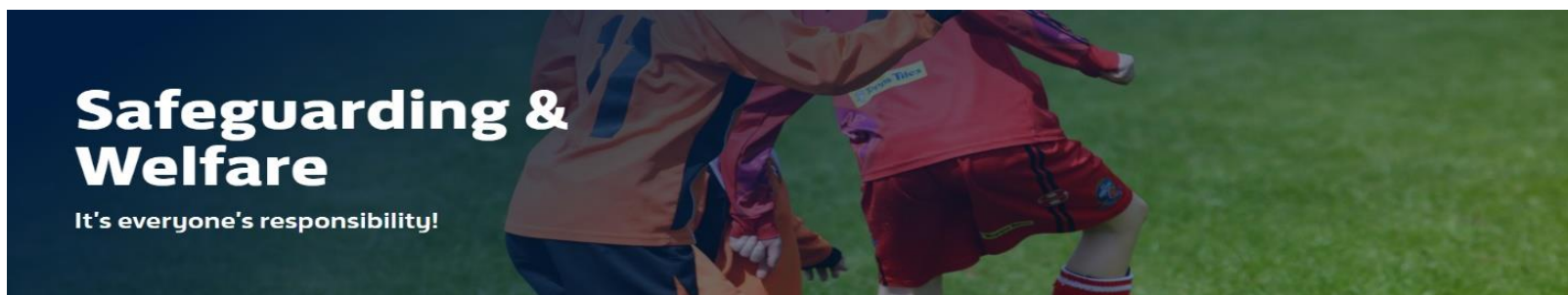
**Team Lead – Conor Brown**

**Women & Girls Group (WGG)**

**Independent Chair – Shannon Howarth**

**Team Lead – Leigh Gell**

# SAFEGUARDING FOOTBALL IN GREATER MANCHESTER



## **Safeguarding is at the Heart of what we do.**

Safeguarding all who participate in the game in Greater Manchester is the number one priority for Manchester FA. Manchester FA have an ambitious plan to provide opportunities for everyone within the game – whether a player, volunteer, coach, referee or administrator. These opportunities will only be realised where Manchester FA ensure safeguarding is at the heart of everything we do.

For this we have developed through collaboration with our Board, our Team and Grassroots, our own Manchester FA Charter for Safeguarding for 2021-2024.

- We will ensure that our operational and strategic governance structures are of the highest standard and compliant with The FA's Safeguarding Operating Standards.
- We will ensure that our Designated Safeguarding Officer (DSO) has the full support of every member within our team, guided by the Senior Safeguarding Lead (SSL).
- We will ensure our Board of Directors, led by the Board Champion, is fully aware of the role they play in Safeguarding and they all champion the efforts within grassroots football in Greater Manchester. This is achieved by ensuring that safeguarding is a standing/regular agenda item at Board meetings.
- We will recruit and deploy our team and volunteers appropriately and will ensure that they are briefed fully and abide by the FA Code of Conducts for Safeguarding.
- We will ensure that our team, including volunteers, are trained and fully supported in their roles. We have a training needs analysis and daily reports to track those whose qualifications or training have expired.
- We will ensure our clubs, leagues and volunteers have the access and support they need to ensure safeguarding is at the heart of what they do. This is facilitated through The FA's Whole Game System that provides reports for the CWO's to track those volunteers whose qualifications or training have expired.
- We will ensure that grassroots football is compliant and where not, the appropriate sanctions and actions are taken. We have daily and weekly compliance reports and conduct Club and League unannounced Safeguarding visits.
- We will ensure football in Greater Manchester is compliant and importantly that we all work together with stakeholders from football and non-football statutory and non-statutory agencies. This includes Local Authority Safeguarding Boards, Local Authority Safeguarding Officers, Greater Manchester Police other agencies such as NSPCC.
- We are operationally compliant with The FA's Safeguarding Operating Standards.
- We will ensure that all our Manchester FA Events are risk assessed and appropriately resourced.
- We will ensure our communications are proactive, positive, engaging and are at all times appropriate to meet the needs of participants under the age of 18.
- We will commit clear transparent financial resources to support Safeguarding within football in Greater Manchester.
- We will ensure that parents and participants under the age of 18 are heard, their views on the game are vital.
- We will ensure that our Referees under the age of 18 are supported throughout their development and should any instances arise in reporting of discipline misconduct.

# OUR WORKFORCE / OUR TEAM – Changes in 2022/23 Season

During the 2022/23 season there has been a significant amount of change to our workforce with the following members of our team moving onto alternative careers. Andy Baker, Sarah Cummings, Tom Elliot, Olivia Laiker, Chris Berrevoets, Alex West. Our 15 headcount was reduced to 9 members but now sits at a strong team of 19.

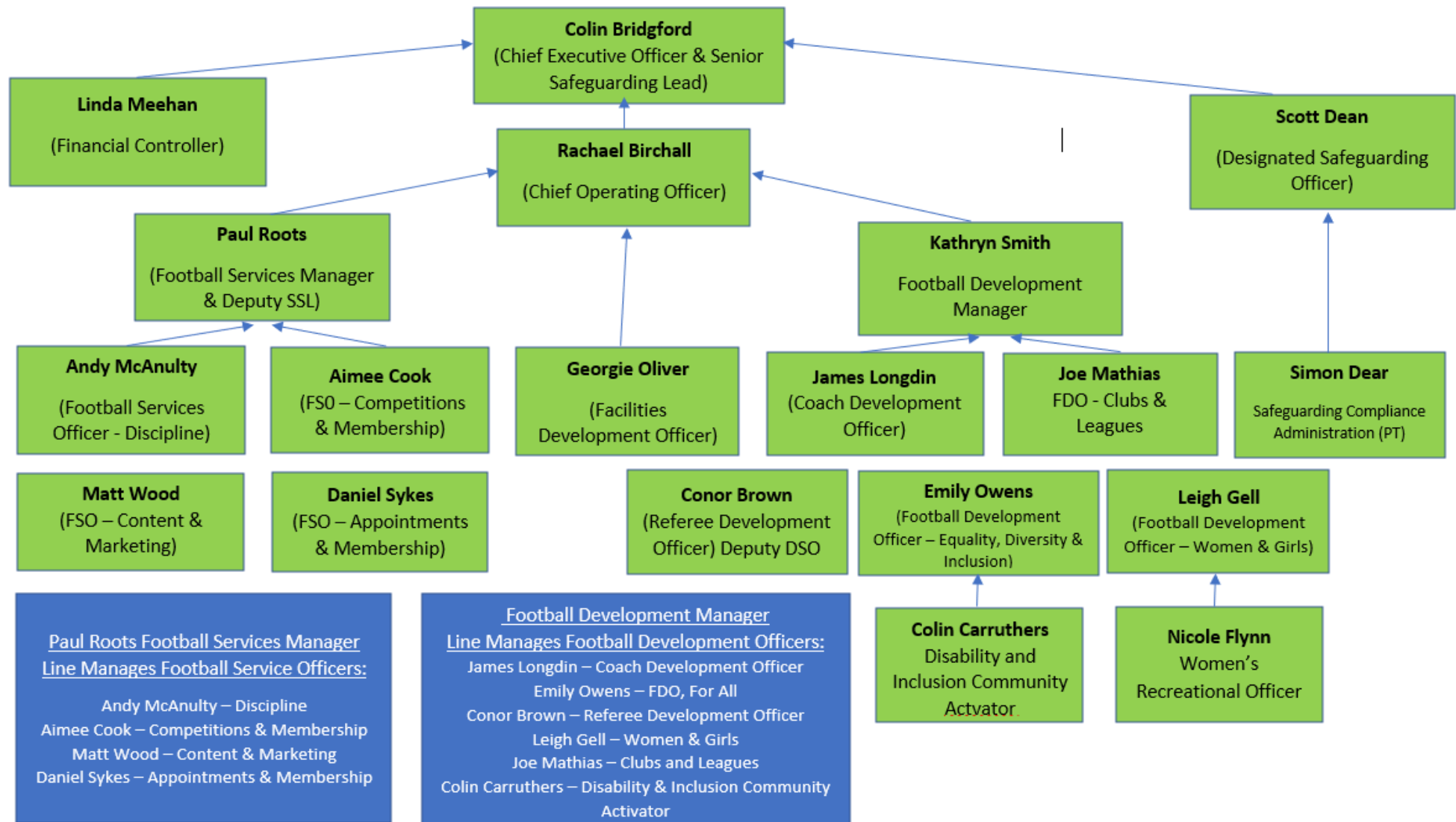
Provided below are both our organograms to illustrate the changes in our team.





## MANCHESTER FA ORGANOGRAM

Updated November 2023



## Our Behaviours are fundamental to the way we work to serve for a better game in Greater Manchester



# SAFEGUARDING OPERATING COMPLIANCE

## Our Goal 2024:

**‘To safeguard grassroots football, providing a safe environment for all, providing education opportunities to our workforce and listening to the voice of a young person to have a positive impact on the future of our game.’**

Manchester FA have completed two external Safeguarding Operating Standards and, on both occasions, have received extremely positive feedback. This is something we are extremely proud of and will continue to hold ourselves to this high level of standard.

We will continue to deliver upon the Safeguarding Operating Standard whilst further enhancing the following areas:

- Safeguarding projects with stakeholders to create new opportunities in both Football and Business Development.
- Supporting the Grassroots Workforce to create a safe environment for all involved.

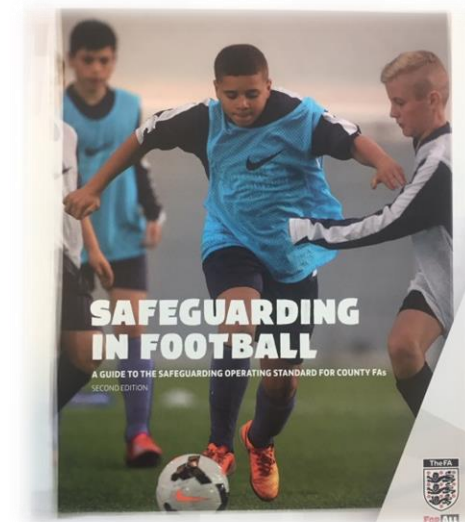
We will ensure that we deliver to the highest standard any recommendations that The FA consider appropriate in response to the Sheldon Report.

Manchester FA are targeted to visit 13% of all Youth Clubs in accordance with the Safeguarding Operating Standards. Our aim over the next three years is to be visiting 80% of all Youth Clubs every season by creating a Volunteer network of Safeguarding Champions to support the work of the safeguarding team at Manchester FA.

Manchester FA have a Young Leaders Academy and Youth Engagement Strategy, that within the next three years will be embedded within our Youth Clubs, to implement a youth role within Club Committees, with the sole purpose to influence their club ethos/experience/environment. This will build positively on the work that we have started and were recognised for in the County FA Awards in 2020 in which our **voice of the child work** was recognised as best practice.

We currently have Welfare Officers in all Youth Clubs that have the mandatory training. Within the next 3 years we will have Mental Health Champions within all Youth Clubs, to support the Club Welfare Officer, with the delivery of raising awareness on Mental Health and Wellbeing.

Within the next three years, our aim is to have all Youth Team Coaches Safeguarding compliant by having Safeguarding Training, an in-date FA DBS, FA First Aid Qualification. This will ensure that all participants are operating to The FA's Safeguarding policy and help to contribute towards a safe environment within Greater Manchester. We will also actively encourage Parents within the Grassroots Community, to develop their understanding of Safeguarding, by promoting the Safeguarding Children Online Learning, and offering them the option to complete this training.





## Manchester FA to team up with Barnardo's

Manchester FA is delighted to have agreed to work with Barnardo's throughout the next three years in line with the period of this strategy. We will work collectively and collaboratively to achieve mutual goals. Our work will focus on supporting and aligning our strategy in supporting young people and focus heavily on inclusion and diversity. We are currently working on the projects that align and our official partnership will commence from 1st July 2021.



## Strategic Objectives:

- To partner with a high-profile national partner and work collaboratively in Greater Manchester
- Safeguarding Stakeholders and Partnerships
- For staff and our new volunteer Safeguarding Champion to have visited 80% of Youth Clubs for a Safeguarding visit
- To work with our Young Leaders Academy to develop a Youth Engagement Strategy to capture the voice of a child
- To develop an educational offer to support Welfare Officers and Parents to develop their understanding of Safeguarding

## Key Success Measures:

- An Effective and Efficient Safeguarding Strategy Group with skilled and responsible members.
- Ensure compliance with the FA Safeguarding Operating Standards
- Complete Club Visits and reach the 80% of Youth Clubs Visited by 2024.
- Provide an outstanding CPD network and support for our Volunteers across Greater Manchester.
- Provide for an Annual Safeguarding Conference with Stakeholders from and outside of Football from within Greater Manchester.



## What we want to hear in Greater Manchester in 2024:

- 'I enjoy my football and play with a smile on my face, I love feeling safe at my club' – Young Player
- 'I have a great coach and teammates who look out for me' – Junior Player
- 'When I pull on my Yellow Armband, I feel safe and proud'. – Under 18 Referee.
- 'Manchester FA is always there for us as a Club, we are always keen to learn how we can improve and it's great knowing I can get help' – CWO
- 'It's great that I can now share my views in my club about what I enjoy and sometime what I worry about, I feel my voice is valued' – Junior Player
- 'I have always been confident that safeguarding is the highest priority at Manchester FA & in the last few years they have excelled in safeguarding & wellbeing of grassroots' - LADO
- 'Manchester FA has provided me and other parents the opportunity to understand more about Safeguarding in Football, having a safe environment to play and enjoy football is something Manchester FA are committed to' - Parent