



**ENGLAND  
FOOTBALL**

# Cambridgeshire Football Association

End of Season Report 2022-23

# Introduction



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A priority throughout the 2021-24 strategy and for the 2022-23 season was to create a positive football environment for all. The efforts in this area have resulted in a considerable increase in disability participation. And misconduct in youth football was reduced by 25% compared with the previous season.

I would like to thank the thousands of volunteers in clubs and leagues across the county for all their time and energy into providing safe, enjoyable and inclusive football for almost 20,000 players.

I am confident that the positive momentum that has been created in this area can be sustained and built upon in the years to come. Football has the potential to make a real difference in people's lives, and I'm glad to see that so many people are working to make it a positive force for good.

Joanne Knox, Chief Executive.

# Governance



We are committed to good governance to help us deliver the best possible outcomes for football in Cambridgeshire. Our Governance Review Committee is driving this area of work.

## 2022-23 highlights:

- 16 standards of The FA's Code of Governance for County FAs evidenced and achieved.
- Four independents on the board of directors.
- Commitment to achieve The FA's Code of Governance for County FAs (version 2) by the 2025 AGM.

## KEY SUCCESS MEASURE:

Achievement of The FA's Code of Governance for County FAs (version 2) by the 2025 AGM.



**2022/2023 season concluded with 16% of the standards achieved.**

# Commercial



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in 2022, Cambridgeshire Football Association launched the 1884 Club.

The goal of this concept is simple: to bring together the Cambridgeshire industry, enterprises, charities and individuals to network and do business together. All of this within inspiring venues and attractive locations, with events in Cambridgeshire.

2022-23 highlights:

- 1884 Club launched
- 10 founding members joined
- 8 events held



# Equality, Diversity and Inclusion



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## KEY SUCCESS MEASURE:

By 2024 we want to maintain the Preliminary level and achieve the Intermediate level of the Equality Standard for Sport.

## 2022-23 highlights:

- EDI committee functioning well with new EDI committee chair on board of directors and council.
- EDI plan in place, and progressing, with four priorities (see next page).
- Inclusion training for staff, board and council.
- Ramadan awareness workshop held - 10 participants.
- 78 clubs signed up to Leadership and Diversity Code.
- FA EDI Champion recruitment underway for Cambridgeshire.



# Equality, Diversity, and Inclusion Priorities



Priority 1 - Communication - EDI Marketing campaign

Priority 2 - Increase diversity on board and council

Priority 3 - Education and training - staff, board, council, clubs, coaches, referees, volunteers

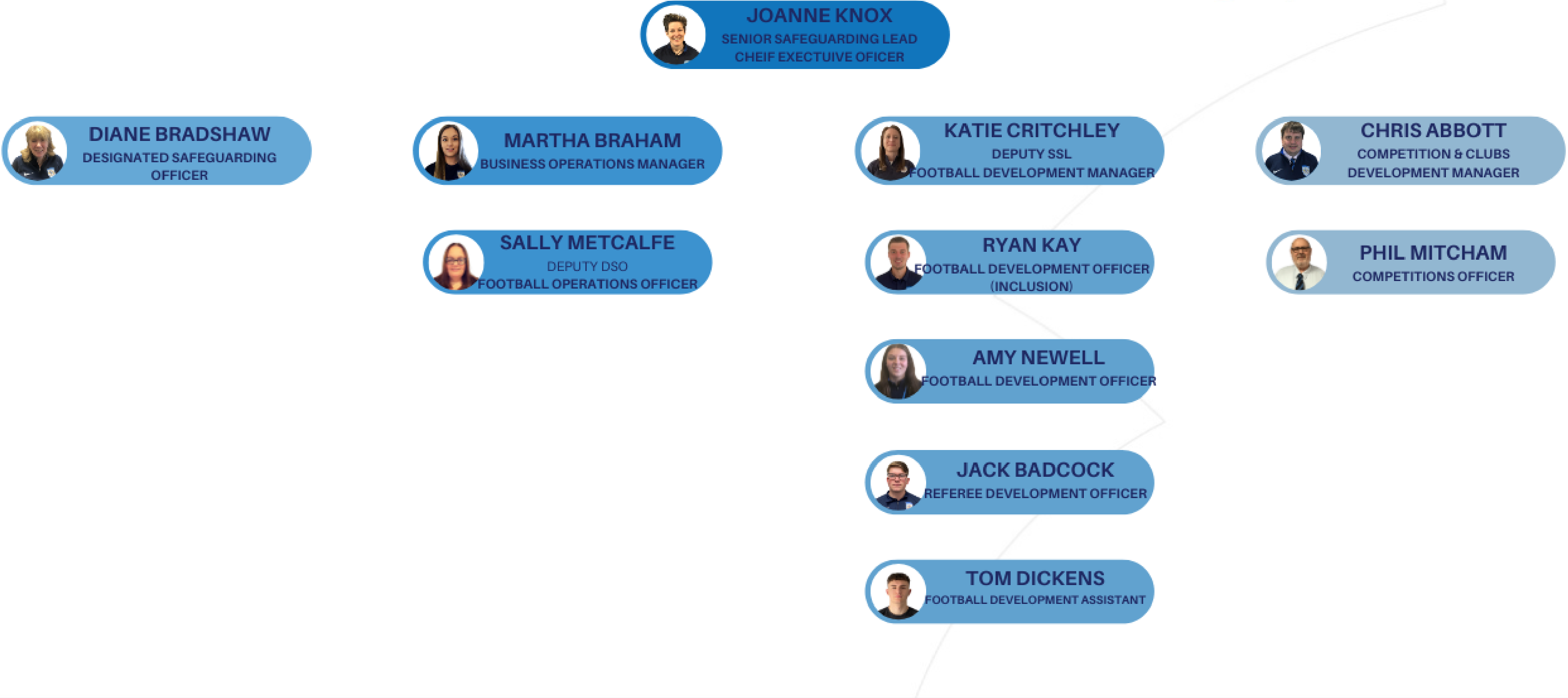
Priority 4 - Diversity of participants (players, coaches, refs, volunteers)



## 2022-23:

- The Jan 21 to Dec 21 accounts were extended to June 22 (18 months). Therefore, this 2023 year end and future year ends will be in line with the football season and meet the FA finance operating standards..
- We are reporting a loss for the 18 month period to the end of June 2022. This position was heightened by the loss of sponsorship from our long time supporters Kershaw Group and lower income streams due to Covid halting play and reduced fees to clubs.
- The balance sheet remains strong with cashflow at £593K\* at May 2023.
- \*The balance shown includes £192K which is ringfenced for investment into a County FA facility project. The amount ringfenced for the project fund is likely to be increased by the directors once the accounts have been audited, while ensuring a sensible cash reserves level.
- We are expecting to report a small profit for the year ending June 2023.

# Workforce





# Long Term Goals



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Our long-term goals include our six FA KPIs and other County FA specific goals:

## KPI related goals:

- Player pathways:
  - Male
  - Female
  - Disability
- Coach education and development
- Referee education and development
- Quality grass pitches

## Additional goals :

- Positive environment: Safe, inclusive, and respectful
- Development of a CFA facility
- CFA brand and public perception

**2021**



**2024**

# Positive Environment



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## SAFEGUARDING

### Successes:

100% of youth clubs with a safeguarding policy and safeguarding risk assessment.

100% of youth tournaments with a safeguarding risk assessment.

3 Club Welfare Officer information events. 100+ participants.

Safeguarding in open age football event held. 100+ participants.

18 club safeguarding compliance visits.

Club Welfare Officer pack produced and distributed.

### KEY SUCCESS MEASURE:

 By 2024 we want to have met the requirements of the Safeguarding Operating Standards each season.

Cambridgeshire FA met the requirements of the Safeguarding Operating Standard 2021 -22.

2023 assessment in June.

# Positive Environment



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## RESPECT

### Strategic objectives:

- Support and encourage Respect within grassroots football
- Promote safe, fun, and inclusive environments on and off the pitch via education to parents and coaches
- Support young referees through the purple shirt scheme
- Work in partnership with all leagues to tackle discipline using monthly statistics to inform initiatives to improve behaviour

### KEY SUCCESS MEASURE:

By 2024 we want Respect marks to have improved to 90%

**25% decrease in misconduct in youth football since Let Us Play**

*#LetUsPlay*

*#RespectOurGame*

# Male Participation



## Strategic objectives:

- Work with leagues to ensure a player centred competition structure which compliments modern life with reduced travel where possible
- Work with members and key partners to retain all existing participation
- Ensure all opportunities are relevant to each phase of the game: Joining the game (early years), stay in the game (12-18), evolve the game, and game for life (35+)
- Engage strategic partnerships to increase male participation at club level
- Use our competitions and clubs network to provide appropriate formats of football and support to members
- Promote safe, fun and inclusive environments on and off the pitch

## KEY SUCCESS MEASURE:

By 2024 we want to have retained our baseline number of 16,706 male players

**TARGET: 16,706 MALE PLAYERS**

**2022/2023 season concluded with 15,955 male players**



# Female Participation



## Strategic objectives:

Work with leagues to ensure a player centred competition structure which compliments modern life with reduced travel where possible

- Provide equal access for female football in educational settings
- Publicise full player pathway (Fun, Competition, Education, Elite)
- Use our competitions and clubs network to provide appropriate formats of football and support to members
- Promote safe, fun and inclusive environments on and off the pitch

## KEY SUCCESS MEASURE:

By 2024 we want to grow the female game by 30% by delivering a unique recreational offer coupled with a strong club and competition structure.

**TARGET 3147 FEMALE PLAYERS**

**2022/2023 season concluded with 3219 female players**



# Disability Participation



## Strategic objectives:

Recover from the impact of COVID-19 on disability football and retain all teams playing in 2019-20

- Work in partnership with members and key partners to recover from the impact of the pandemic
- Map and target specific clubs to support implementation of England Football club accreditation 2-3\* (Hub Clubs)
- Utilise digital platforms to record recreational and traditional participation
- Use our competitions and clubs network to provide appropriate formats of football and support to members.

## KEY SUCCESS MEASURE:

By 2024 we want to have retained existing player numbers and then grow participation year on year

**TARGET 230 DISABLED PLAYERS**

2022/2023 season concluded with 387 disabled players





# Referee Education and Development



## Strategic objectives:

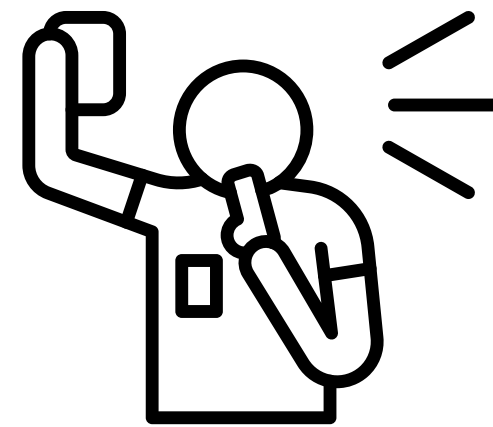
Retain and support the existing workforce

- Utilise digital opportunities and facilitate regular learning opportunities for referees, mentors and observers
- Utilise feedback from young officials to enhance the experience for young people refereeing the game
- Provide education and support opportunities to recruit, retain, convert and promote referees appropriately
- Promote safe, fun and inclusive environments on and off the pitch.

## KEY SUCCESS MEASURE:

By 2024 we want to increase the number of match officials, whilst reducing the number that drop out of the game, in line with National FA KPI Targets and to ensure coverage of matches

- Recruitment: 96 (Target 79)
- Conversion: 80 (Target 51)
- Retention: 229 (Target 273)
- Progression: 21 (Target 24)





# Coach Education and Development



## Strategic objectives:

Retain and support the existing workforce

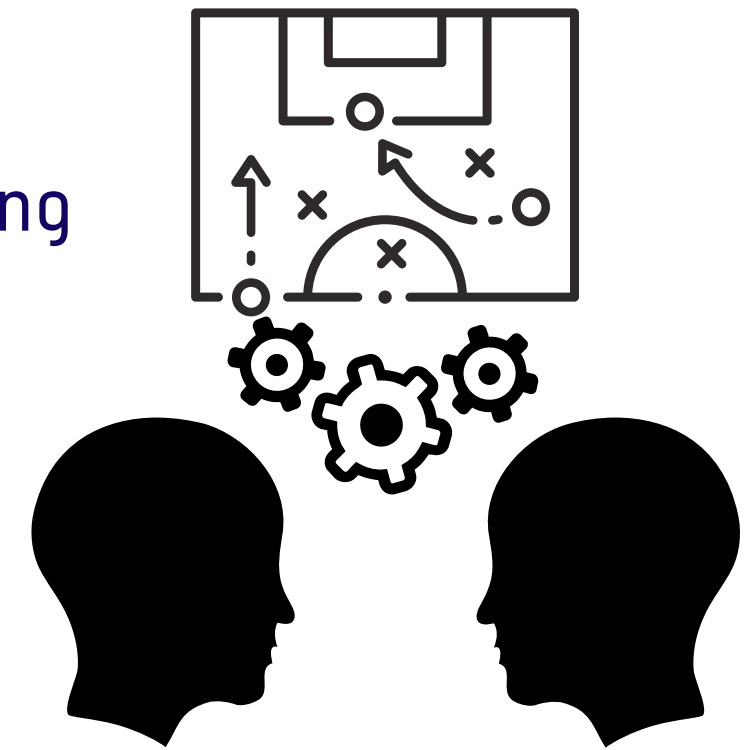
- Support workforce with education by signposting to the FA course offer
- Engage and inspire coaches via the Coaches Academy, providing support tools, CPD and peer to peer learning
- Embed safeguarding, inclusion and Respect into all programme delivery
- Implement a culture of learning across a variety of platforms to raise the standard of coaching in the county.

## KEY SUCCESS MEASURE:

By 2024 we want to ensure all coaches in the game have access to a variety of learning opportunities to raise the standard of coaching in Cambridgeshire.

**TARGET 300 CPD HOURS**

**22 / 23 SEASON CONCLUDED WITH 315 CPD HOURS**



# Quality Grass Pitches



## Strategic objectives:

- Execute the Local Football Facility Plan pipeline of 3G pitches to allow clubs to play and train on a quality artificial surface to preserve grass pitches
- Support members in securing capital investment to provide better community football facilities
- Unite key partners to provide facilities for all formats of the game
- Engage members to embrace a developmental culture around improving facility provision by using digital tools

## KEY SUCCESS MEASURE:

By 2024 we want to have increased the number of improved grass pitches by 50%

**TARGET 96 IMPROVED GRASS PITCHES**  
**(4 Yr target)**

2022/2023 season concluded with 99 improved grass pitches and a further 26 pitches in Pitch Power yet to be graded



# Other Goals

## CFA FACILITY

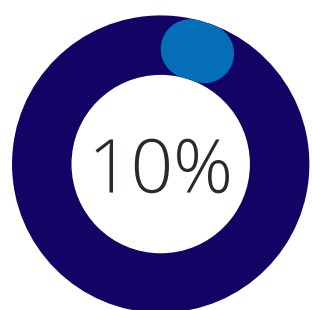
### Strategic objectives:

- Provide a high quality facility including a 3G pitch to deliver our long term goals
- Provide a safe, inclusive and respectful environment
- Provide alternative formats of the game that meet the needs of the participants

Provide positive coach and referee development opportunities

### KEY SUCCESS MEASURE:

By 2024 we want to have a CFA facility to deliver our objectives



A project group has been established and opportunities are being investigated.



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## GROWTH OF CFA BRAND AND PUBLIC PERCEPTION

### Strategic objectives:

Enhance customer service and perception

- Maintain and build relationships with key partners
- Increase our brand exposure to engage with the wider football family





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**THANK YOU!**