



**ENGLAND
FOOTBALL**

CAMBRIDGESHIRE FA 2024 - 2028 STRATEGY

WWW.CAMBRIDGESHIREFA.COM

INTRODUCTION

CAMBRIDGESHIRE FA CEO & CHAIR

The 2021-24 strategy was developed as we emerged from the challenging Covid-19 period. We were delighted with how the Cambridgeshire football family responded to ensure the safe return to football. Despite the uncertainty, players, clubs, leagues, and volunteers returned to football with enthusiasm, enabling player, coaching, refereeing, and facilities targets to be exceeded.

Creating a positive football environment was a key theme throughout 2021-24. Thank you to everyone involved who helped make football a positive experience for all. While the vast majority of football is played in good spirits, there is more to be done, and tackling poor behaviour will remain a priority for the 2024-28 strategy.

We look forward to working with our members to celebrate more people from more diverse communities enjoying football in a safe, fun, and inclusive environment.

Jo and Phil

PHIL HILL
CHAIRMAN



JO KNOX
CEO



2023-2024 KPIs



MALE PATHWAY



16706



18655

FEMALE PATHWAY



3459



3664

DISABLED PATHWAY

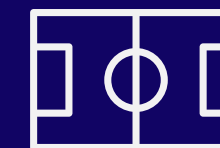


235



379

GRASS PITCHES



96



113

COACH CPD



417



463

YTWQC



90%



95%

REFEREES RECRUITMENT



87



121

REFEREES CONVERSION



56



93

REFEREES RETENTION



278



271

REFEREES PROGRESSION



12



10

2021-2024 ACHIEVEMENTS

HIGHLIGHTS



300



NEW PLAYERS AT
LET US PLAY FESTIVALS

200



PARABILITY LEAGUE
PLAYERS

100%



ACCREDITATION RENEWAL

15



1884 CLUB MEMBERS
3 LEAGUE SPONSORS

100



REFEREE CPD
ATTENDEES (each year)

6



NEW 3G PITCHES

6



PARTICIPANTS AT 1ST
PROJECT B1



CHARITY PARTNER
SELECTED

£3,341,982



FACILITY
INVESTMENT

22,596



AFFILIATED PLAYERS



**ENGLAND
FOOTBALL**

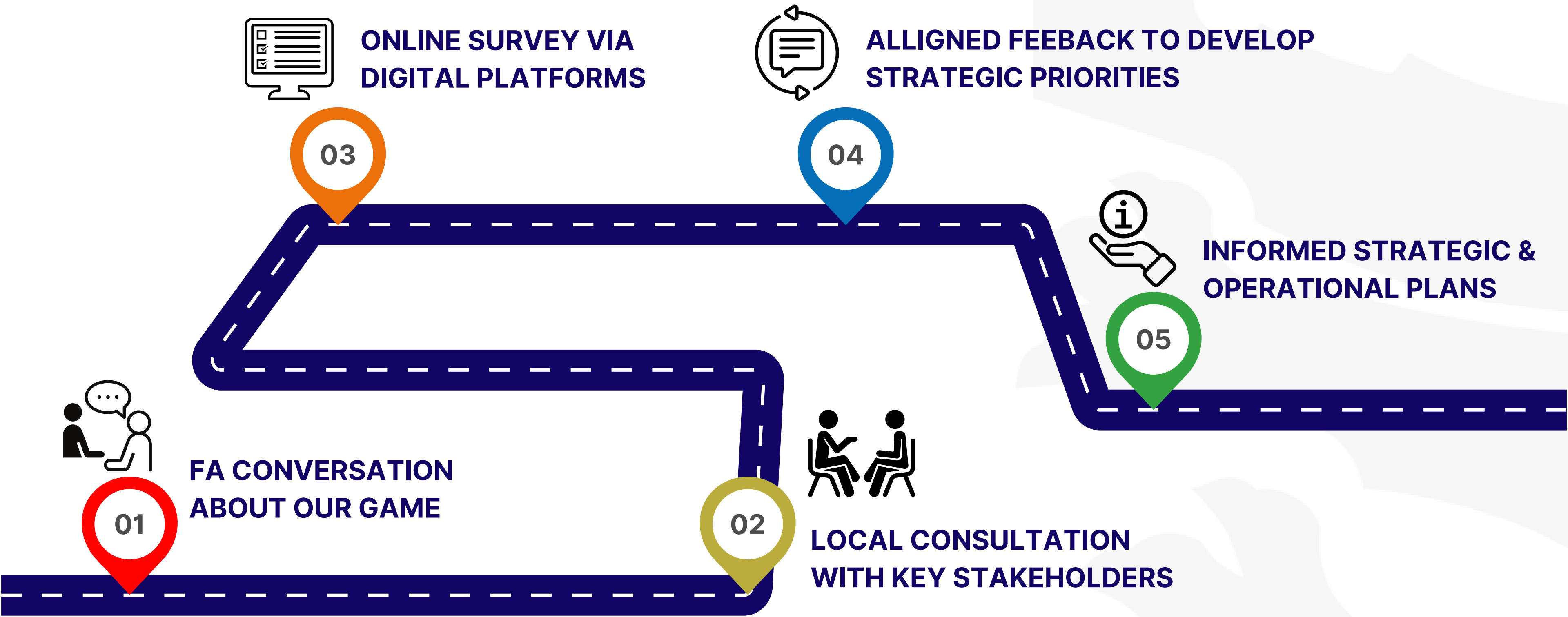
CAMBRIDGESHIRE FA

2024 - 2028 STRATEGY CONSULTATION

WWW.CAMBRIDGESHIREFA.COM

STRATEGY CONSULTATION

OUR JOURNEY



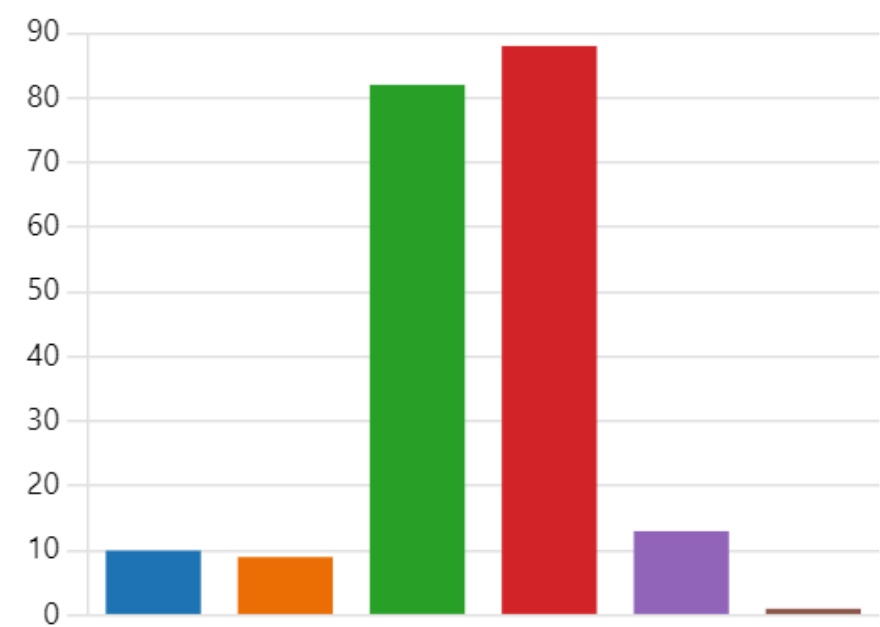
STRATEGY CONSULTATION

We held face to face consultation events with key stakeholders and also provided the opportunity for the wider community to complete an online survey which received over 200 responses. The survey was completed by:

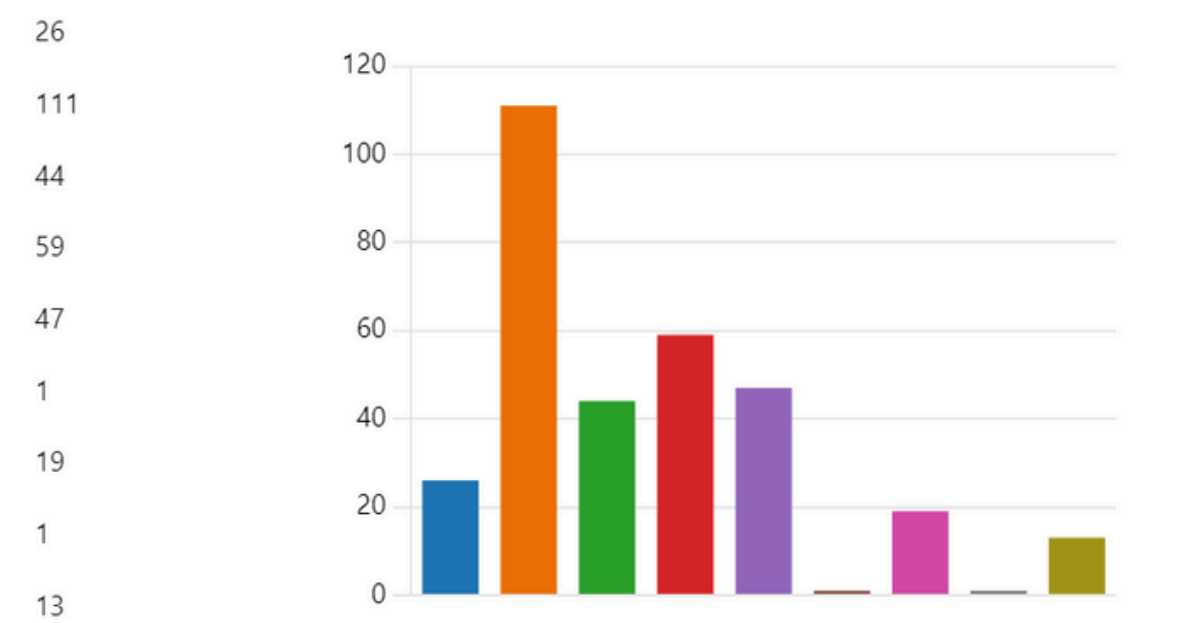
Cambridge City	35
South Cambs	88
Fenland	19
East Cambs	60



Under 18	10
18 - 25	9
26 - 45	82
46 - 65	88
Over 65	13
Prefer not to say	1



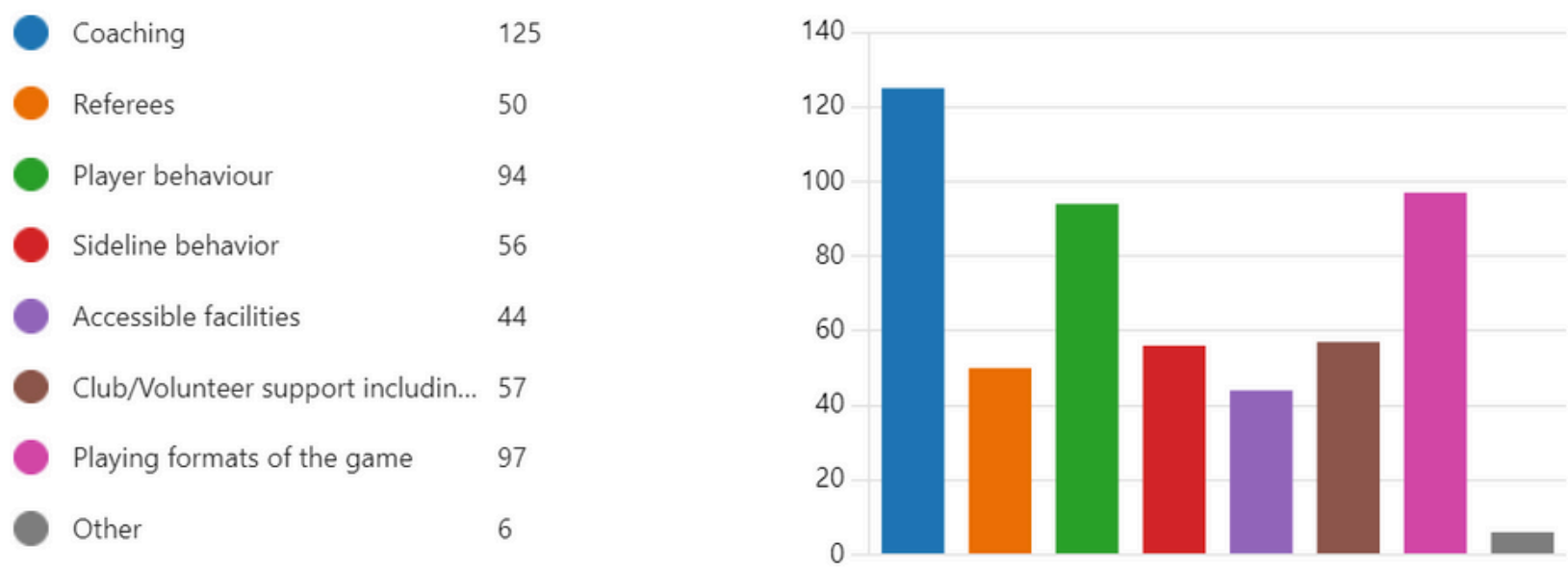
Football Player	26
Football Coach	111
Referee	44
Parent/Carer	59
Club Official	47
League Official	1
Local Resident	19
Not involved in football	1
Other	13



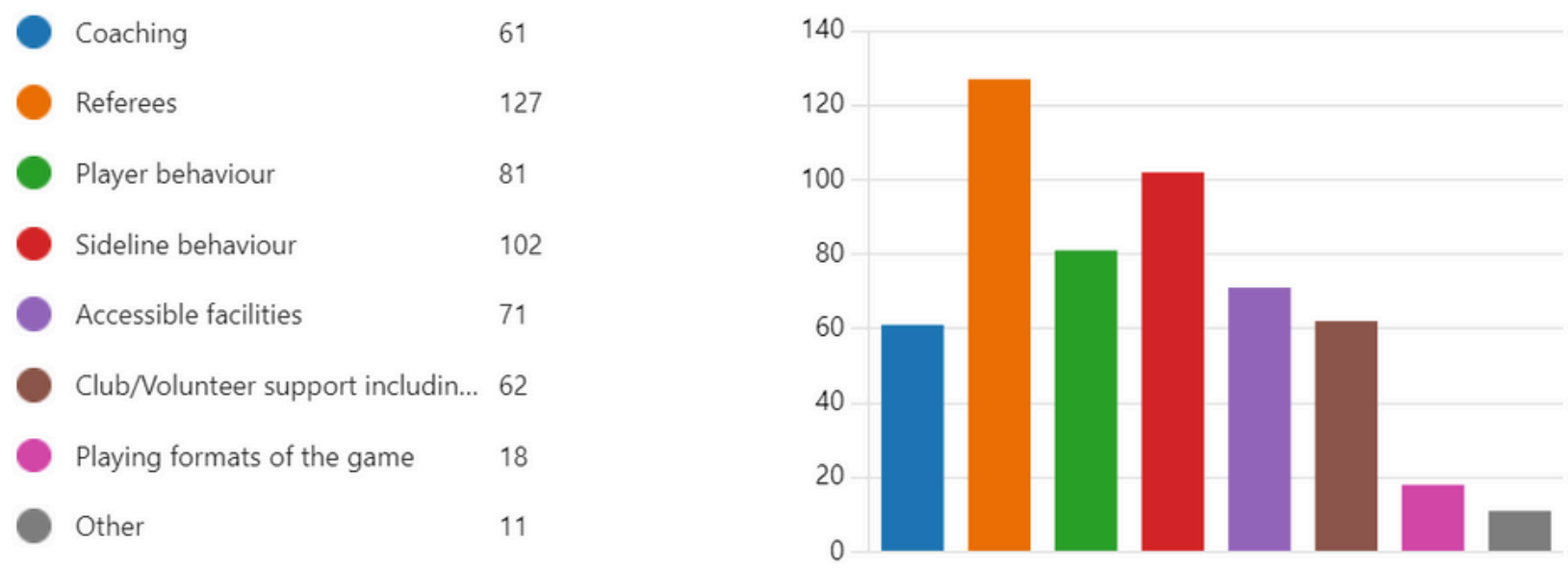
STRATEGY CONSULTATION

KEY FINDINGS

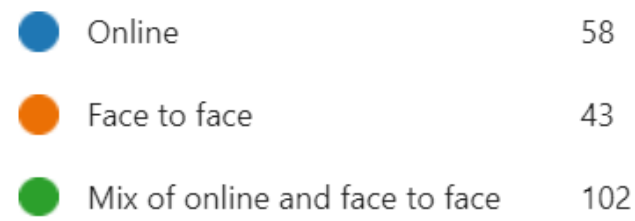
We asked which areas of grassroots football in Cambridgeshire are going well:



We asked which areas of grassroots football require further development:



We asked how the workforce prefers to learn:



We asked if they would like to see more digital tools on offer:



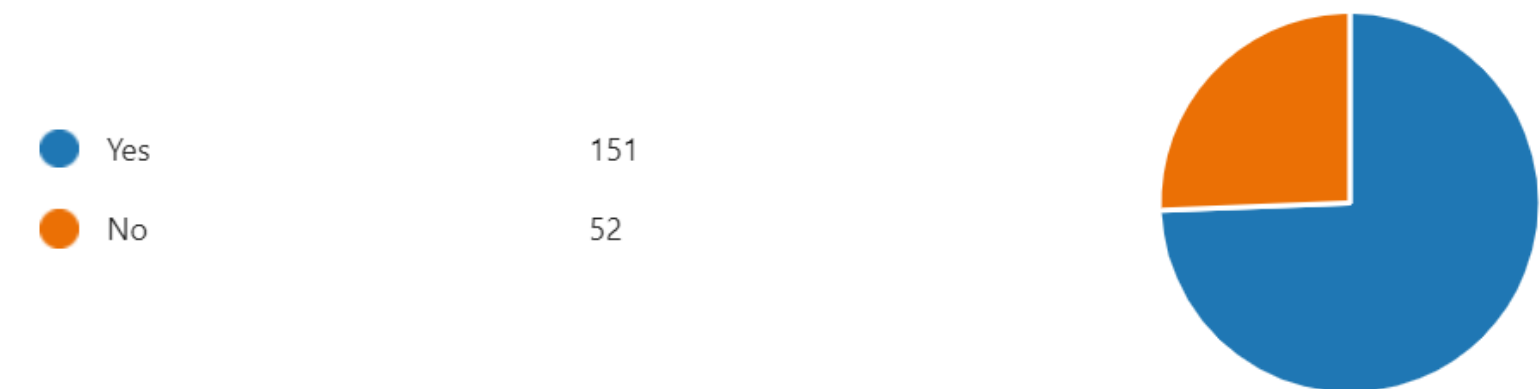
We asked if there are barriers to accessing opportunities to play football:



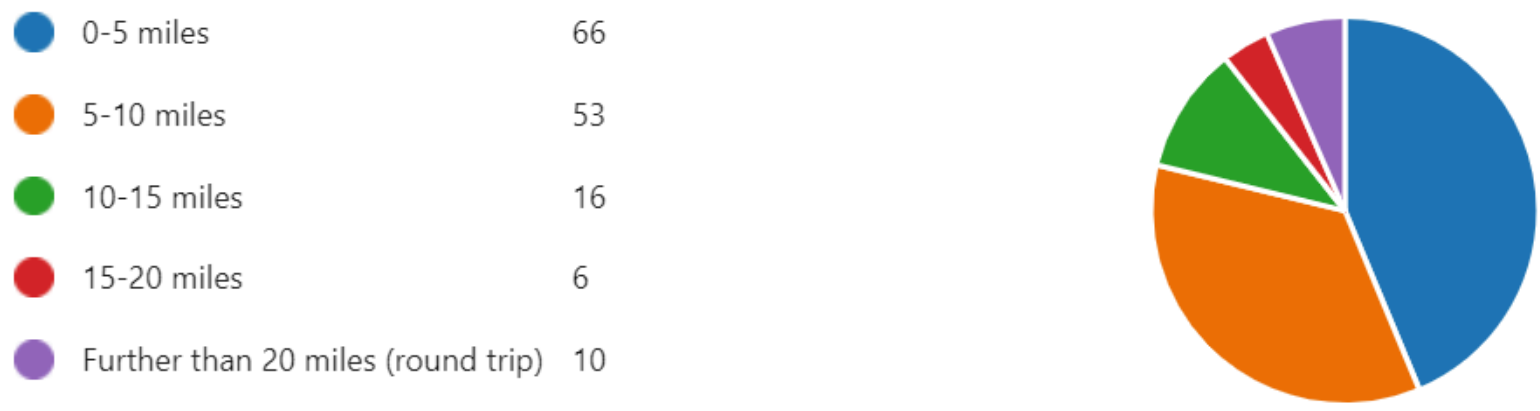
STRATEGY CONSULTATION

KEY FINDINGS

74% of respondents travel to access 3G pitches for training:



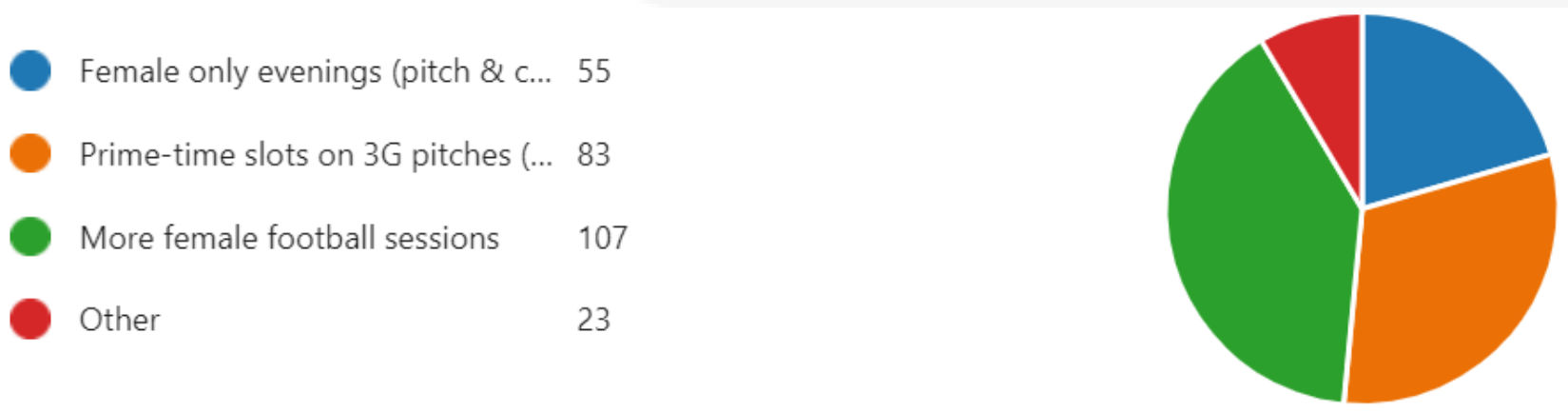
56% of respondents travel further than 5 miles to access 3G pitches:



We asked which facilities are needed most in Cambridgeshire:



We want to ensure facilities have equal access for women & girls. We asked what they would like to see prioritised:



Time is a large barrier within volunteering. Time was also the main barrier to accessing refereeing, playing and coaching opportunities:



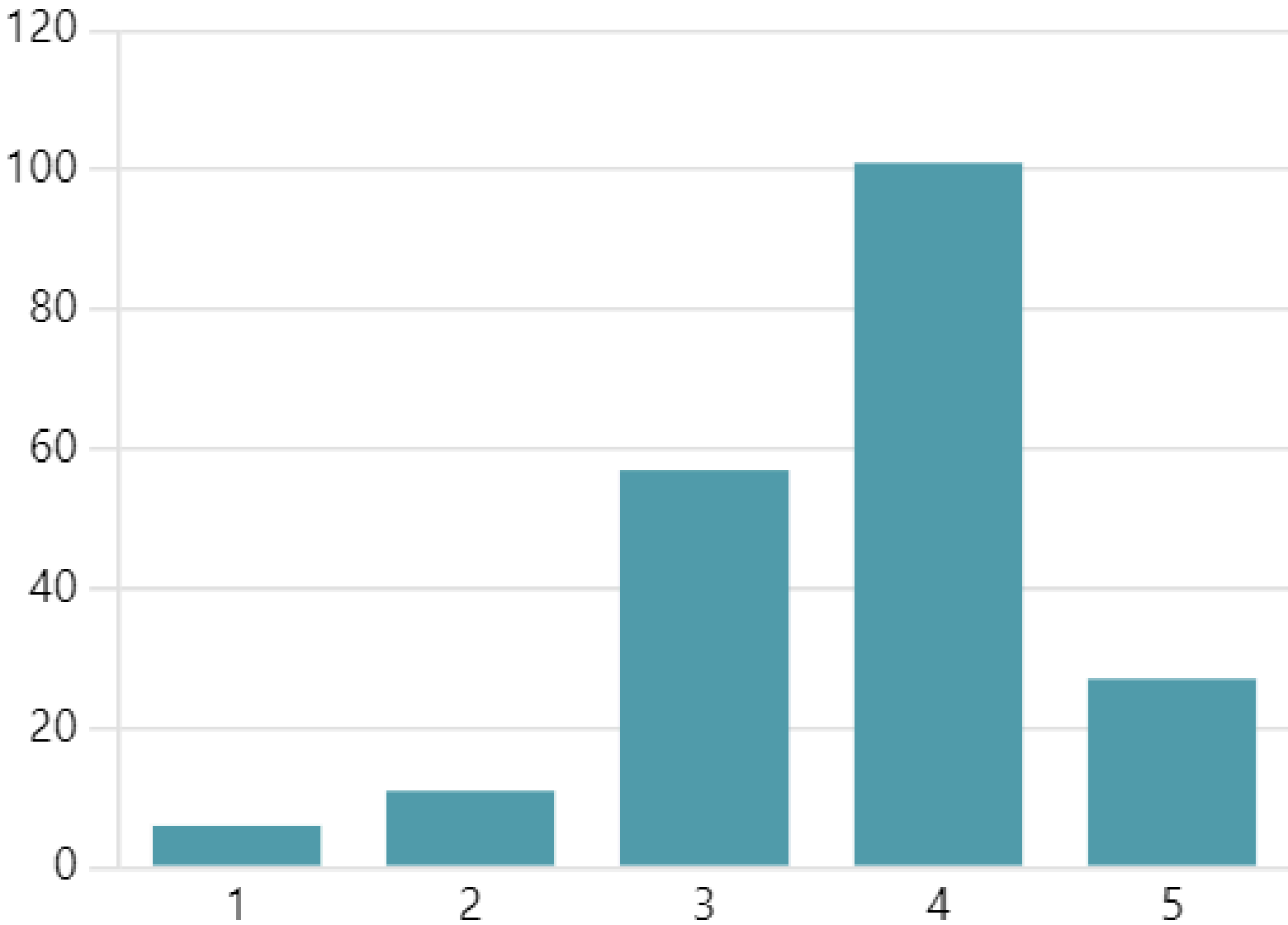
STRATEGY CONSULTATION



Finally, we asked how we are doing...

3.65

Average Rating





**ENGLAND
FOOTBALL**

STRATEGIC PRIORITIES

WWW.CAMBRIDGESHIREFA.COM



BRINGING THE NATIONAL GAME TO THE LOCAL COMMUNITY

OUR
VALUES

INCLUSIVE

ASPIRATIONAL

RESPECTFUL

STRATEGIC
PRIORITIES

IMPROVE PLAYING CHOICE
AND OPPORTUNITIES

EQUAL OPPORTUNITIES
FOR WOMEN & GIRLS

BUILD MORE AND IMPROVE
EXISTING FACILITIES

TACKLE POOR
BEHAVIOUR

DEVELOP A VALUED
NETWORK OF VOLUNTEERS,
COACHES & REFEREES

STRATEGIC
DRIVERS

SUPPORT THRIVING COMMUNITY CLUBS

CONNECT & SERVE PARTICIPANTS

PROGRESS THE GAMES GOVERNANCE

BUSINESS
ENABLERS

WORKFORCE

GOVERNANCE

FINANCE

EDI

ESG

COMMERCIAL

SAFEGUARDING

STAKEHOLDER ENGAGEMENT

IMPROVE PLAYING CHOICE & EXPERIENCE



EVOLVE THE YOUTH GAME

- Embed the Play Phase into local grassroots football clubs, nurturing the next generation of players
- Implement teenage casual opportunities within the club setting to support young people with playing their game, their way

IMPROVE TEAM BASED FOOTBALL FOR ADULT MALE PLAYERS

- Provide alternative casual competitions for adult male players, ensuring everyone gets the opportunity to play how they want to play, including walking football and collaborating with small sided providers
- Empower clubs to create strong pathways to support the transition of young players

CREATE MORE OPPORTUNITIES TO PLAY SAFE, INCLUSIVE, CASUAL FOOTBALL

- Support clubs and leisure providers to deliver a menu of adult male and female football opportunities that meets the needs of our football community

SUPPORT THE DISABILITY GAME TO GROW AND THRIVE

- Offer everyone who would like to play football the opportunity to do so within both recreational and competitive formats, including expanding B1/Vi offer
- Increase competitive opportunities for disabled participants

DELIVER EQUAL OPPORTUNITIES FOR WOMEN AND GIRLS TO PLAY



SUSTAIN AND GROW MORE PLAYING OPPORTUNITIES IN SCHOOLS

- Continue to maintain and improve relations within the Barclays Schools Sports Partnerships to develop strong signposting links to grassroots opportunities
- Utilise school facilities to deliver Wildcats and Squad Girls opportunities

CREATED MORE TEAM BASED PLAYING OPPORTUNITIES

- Support clubs to offer a full pathway, nurturing the transition into the adult game
- Offer a variety of formats of the game, including female veterans, to ensure there are opportunities at every level of the game

EXTEND & ENHANCE CASUAL OPPORTUNITIES TO PLAY

- Grow Wildcats & Squad Girls opportunities, whilst maximising other FA programmes to provide casual football for all ages

DELIVER SAFE INCLUSIVE ENVIRONMENTS FOR WOMEN & GIRLS TO THRIVE

- Work with stakeholders to engage with user groups and support the implementation of key findings
- Work with facilities to create female friendly spaces and opportunities to champion female health

BUILD MORE AND IMPROVE EXISTING FACILITIES



TRANSFORM GRASS PITCH QUALITY

- Utilise Pitch Power and Grass Pitch Maintenance Fund to ensure there is a good stock of good quality grass pitches to enhance the playing experience across the county

BUILD MORE 3G PITCHES

- Deliver Local Football Facility Plans to create new 3G pitches in strategic areas to enhance the playing experience and minimise travel
- Build more Playzones to increase casual opportunities in deprived/levelling up areas

CREATE INCLUSIVE, ACCESSIBLE FACILITIES

- Work with facility providers to create female friendly spaces and opportunities to harness the playing experience
- Secure funding for inclusive, accessible clubhouses/pavilions

IMPROVE ENVIRONMENTAL SUSTAINABILITY

- Utilise FF/FA toolkit to support stakeholders with managing energy consumption, considering renewable options, benefitting both the environment and long term sustainability of the facility

TACKLE POOR BEHAVIOUR



APPLY TOUGHER SANCTIONS

- Implement FA sanction guidelines, with a heavier weighting towards offence history

PROMOTE POSITIVE BEHAVIOUR

- Use social media and other communication channels to strengthen messaging on behaviours and promote examples of best practice
- Raise awareness of the ethos behind Let us Play, and influence social change

DRIVE COLLECTIVE RESPONSIBILITY ACROSS THE GAME TO RAISE STANDARDS

- Provide support, advice and guidance to clubs that are dealing with difficult/repeat behaviours

ENGAGE WITH GRASSROOTS CLUBS AROUND ANTI- DISCRIMINATION INITIATIVES

- Utilise national anti-discrimination initiatives

DEVELOP A VALUED NETWORK OF VOLUNTEERS



GROW THE NUMBER OF PEOPLE RUNNING THE GAME

- Work with local community groups to encourage more volunteers within the game
- Work with clubs to encourage succession planning

IMPROVE THE DIVERSITY OF THOSE RUNNING THE GAME

- Support clubs and leagues to create welcoming environments for volunteers from all backgrounds
- Use marketing and communications to demonstrate volunteering in football is for everyone

SUPPORT THOSE RUNNING THE GAME TO LEARN & DEVELOP

- Offer CPD events for all club officials throughout the season, and offer 1:1 drop in sessions and help desks for clubs

CELEBRATE AND REWARD THOSE RUNNING THE GAME

- Continue to promote the Grassroots and Cambridgeshire FA awards

DEVELOP A VALUED NETWORK OF COACHES



GROW THE NUMBER OF PEOPLE RUNNING THE GAME

- Provide CPD opportunities to meet the needs of coaches in the local area
- Support coaches with easy access to course information and signposting to England Football Learning opportunities
- Identify female coaches and provide bespoke support to grow the female game

IMPROVE THE DIVERSITY OF THOSE RUNNING THE GAME

- Deliver a comprehensive CPD programme that is accessible for all

SUPPORT THOSE RUNNING THE GAME TO LEARN & DEVELOP

- Develop a 'same time, same place' coaches meet up group to foster sharing ideas & best practice

CELEBRATE AND REWARD THOSE RUNNING THE GAME

- Showcase the great work of local coaches and utilise the FA's reward system to encourage coaches to continue with their learning journey

DEVELOP A VALUED NETWORK OF REFEREES



GROW THE NUMBER OF ACTIVE REFEREES

- Organise at least 10 referee courses across Cambridgeshire throughout a season, with a minimum of 12 candidates per course

IMPROVE THE DIVERSITY OF REFEREES

- Work with underrepresented groups to show the benefits of refereeing

SUPPORT REFEREES TO LEARN & DEVELOP

- Run development groups and CPD events to support our referee workforce

CELEBRATE & REWARD REFEREES AND THEIR SUCCESSES

- Promote the FA Referee Awards and provide case studies on local referees to promote their successes



**ENGLAND
FOOTBALL**

STRATEGIC DRIVERS

WWW.CAMBRIDGESHIREFA.COM

SUPPORT THRIVING COMMUNITY CLUBS



**SUPPORT CLUBS TO GROW
OPPORTUNITIES AND PROVIDE
QUALITY EXPERIENCES THROUGH
ENGLAND FOOTBALL
ACCREDITATION**

- Meet all 2* and 3* clubs on a 1:1 basis to discuss club development plan
- Encourage all 1* clubs to grow and develop
- Work with leagues to encourage non accredited clubs to become accredited
- Utilise the FA Clubs Programme to help support and develop clubs

**HELP CLUBS TO BECOME MORE
SUSTAINABLE**

- Work with Living Sports and Club Matters to support clubs to become sustainable
- Meet at least 10 clubs a season to discuss their committee structure and succession planning

**SUPPORT THE CURRENT
AND FUTURE GENERATION
OF CLUB LEADERS**

- Work with local communities and youth groups to encourage people to volunteer

**SUPPORT CLUBS TO ADD
VALUE TO THEIR LOCAL
COMMUNITIES**

- Work with 3* clubs supporting them to be the heartbeat of their communities
- Support clubs to demonstrate their positive impact in their communities

CONNECT & SERVE PARTICIPANTS



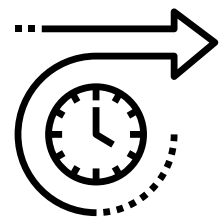
**MAKE IT EASIER TO FIND
INFORMATION &
OPPORTUNITIES TO PLAY,
VOLUNTEER AND LEARN**

- Promote and utilise The FA's improved England Football pages so that participants can find useful information on grassroots football specific to their role

**IMPROVE OUR CUSTOMER
SERVICE AND COMMUNICATION**

- Provide clear, timely and tailored communications so that participants receive the right information, at the right time, in the right way

LONG TERM GOAL



- As a long term goal, consider the development of a Cambridgeshire FA app to help serve and support our participants. 59% of those who engaged with our consultation survey said they would like an app. Further consultation will be required to understand what the app should do.

PROGRESS THE GAMES GOVERNANCE



ENSURE EFFECTIVE CORPORATE GOVERNANCE AND CASCADE THOUGHOUT OUR MEMBERSHIP

- Achieve and remain compliant with the FA's Code of Governance and the Equality Standard

FOCUS ON SUPPORTING AND DEVELOPING FOOTBALL FOR ALL BY INVESTIGATING SHARED SERVICES AND BUSINESS EFFICIENCIES

- Investigate shared services and business efficiencies

ENSURE THE ORGANISATION IS FINANCIALLY ROBUST AND SUSTAINABLE

- Seek additional investments from partnerships that benefit football

SUPPORT THE GAME TO BE SAFE AND WELL RUN

- Drive consistent standards, culture and practice through the County FA and our member clubs and leagues

BUSINESS ENABLERS:

WORKFORCE

GOVERNANCE

FINANCE

EQUALITY, DIVERSITY & INCLUSION

COMMERCIAL

STAKEHOLDER ENGAGEMENT

SAFEGUARDING

ENVIRONMENTAL, SOCIAL, GOVERNANCE



ENGLAND
FOOTBALL

WORKFORCE

CAMBRIDGESHIRE FA STAFF



JOANNE KNOX
SENIOR SAFEGUARDING LEAD
CHIEF EXECTUIVE OFICER



DIANE BRADSHAW
DESIGNATED SAFEGUARDING
OFFICER



MARTHA BRAHAM
BUSINESS OPERATIONS MANAGER



KATIE CRITCHLEY
DEPUTY SSL
FOOTBALL DEVELOPMENT MANAGER



CHRIS ABBOTT
COMPETITION & CLUBS
DEVELOPMENT MANAGER



SALLY METCALFE
DEPUTY DSO
FOOTBALL OPERATIONS OFFICER



RYAN KAY
FOOTBALL DEVELOPMENT
OFFICER(INCLUSION)



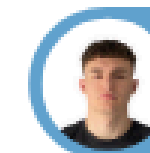
PHIL MITCHAM
COMPETITIONS OFFICER



AMY NEWELL
FOOTBALL DEVELOPMENT
OFFICER



JACK BADCOCK
REFEREE DEVELOPMENT AND
COMPETITIONS OFFICER



TOM DICKENS
FOOTBALL DEVELOPMENT
ASSISTANT

WORKFORCE



WE HAVE DEVELOPED A FOUR YEAR PEOPLE PLAN

This will be reviewed annually along with the results of staff surveys.. The People Plan covers the following:

ROLES AND RECRUITMENT

To establish a roles and recruitment framework that attracts, develops, and retains staff and volunteers, ensuring Cambridgeshire FA has the right people in the right roles to achieve its mission and goals

INDUCTION AND TRAINING

To establish a comprehensive induction and training program that effectively integrates new staff, enhances their skills, and supports continuous professional development, ensuring a knowledgeable and capable workforce aligned with the Cambridgeshire FA's goals

INCLUSION AND WELLBEING

To create an inclusive and supportive environment within Cambridgeshire FA where all staff and volunteers feel valued, content, and fulfilled, thereby enhancing their wellbeing and overall job satisfaction

ENGAGEMENT AND RETENTION

To develop and implement strategies that enhance staff and volunteer engagement and retention within the Cambridgeshire FA fostering a motivated, satisfied, and committed workforce that drives success and sustainability of the business

SUCCESSION PLANNING

To implement a comprehensive succession planning strategy ensuring shared knowledge and a continuous and sustainable pipeline of employees and volunteers ready to assume key roles and leadership positions

Finance



At Cambridgeshire FA, we prioritise financial integrity and transparency by the following means:

MAINTANING ROBUST CONTROLS AND QUALITY:

Financial controls, upheld by skilled/qualified professionals, mitigate risks and ensure compliance

ENGAGING INDEPENDENT AUDITORS NAD TRANSPARENT REPORTING:

Reputable accountants provide impartial insights for process improvement, while we publish clear financial accounts on our website for stakeholder scrutiny

BOARD OVERSIGHT:

The board has legal responsibility and actively monitors financial performance and guides decisions

AUDIT AND RISK COMMITTEE:

Chaired by the Finance Director, this enhances governance and accountability

CULTURE:

Both the board and sub-committee exhibit good challenge of peers with granular questions asked and evidential studying of the papers

PRUDENCE:

We follow the guidance of the FA Finance Operating Standards and hold at least eight months of our annual operating costs in reserves

GOVERNANCE STRUCTURE

CAMBRIDGESHIRE FA BOARD OF DIRECTORS





PHIL HILL
Chairman



JOANNE KNOX
CEO and Company Secretary



IAN GREENSTOCK
Vice Chairman



BIRGIT MELDAL
Board Safeguarding
Champion



TOM MARTIN
Independent Finance Director



ANDY ALVAREZ
Independent EDI Director



NIGEL FLETCHER
Independent Commerical
Director



JOE GREENSTOCK
Independent Director



ANDY BEATTIE



PHIL BRASHER



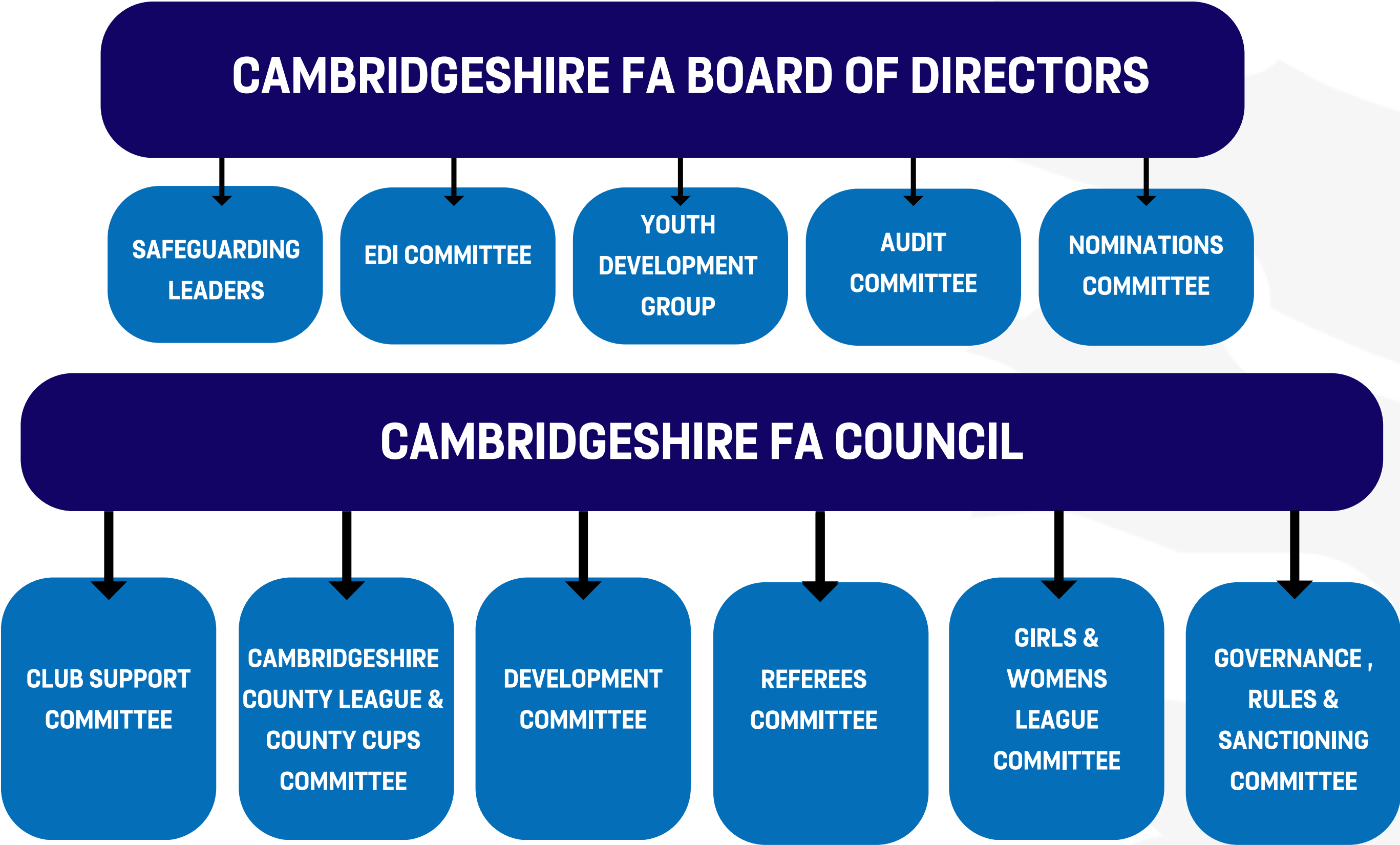
ANDREW DURMAN



MALCOLM B. MIZON

We are committed to good governance to help us deliver the best possible outcomes for football in Cambridgeshire. We are on track to acheive The FA's Code of Governance for County FAs by 2025. Our Governance, Rules and Sanctioning Committee oversees this area of work.

GOVERNANCE STRUCTURE



STAKEHOLDER ENGAGEMENT



Cambridgeshire FA are committed to engaging with and listening to our stakeholders.

This is demonstrated by:

Transparent governance: We publish governance information on our website. This includes our strategy, articles of association, membership rules, AGM minutes, accounts, customer charter, council and committee minutes, commitment to equality and end of season evaluation which includes progress against of inclusion plan.

Customer charter: We pledge to listen to our stakeholders, keep them informed, make finding information easy, and strive to resolve problems.

Stakeholder council: Our stakeholder council members represent categories of football in Cambridgeshire. Stakeholder council members contribute by providing first-hand knowledge and experience to help to inform plans, priorities and programmes. Stakeholder council members put forward the views of the participants they represent and conversely keep them informed of the association's aims and activities.

We aim to continuously consult via the following:

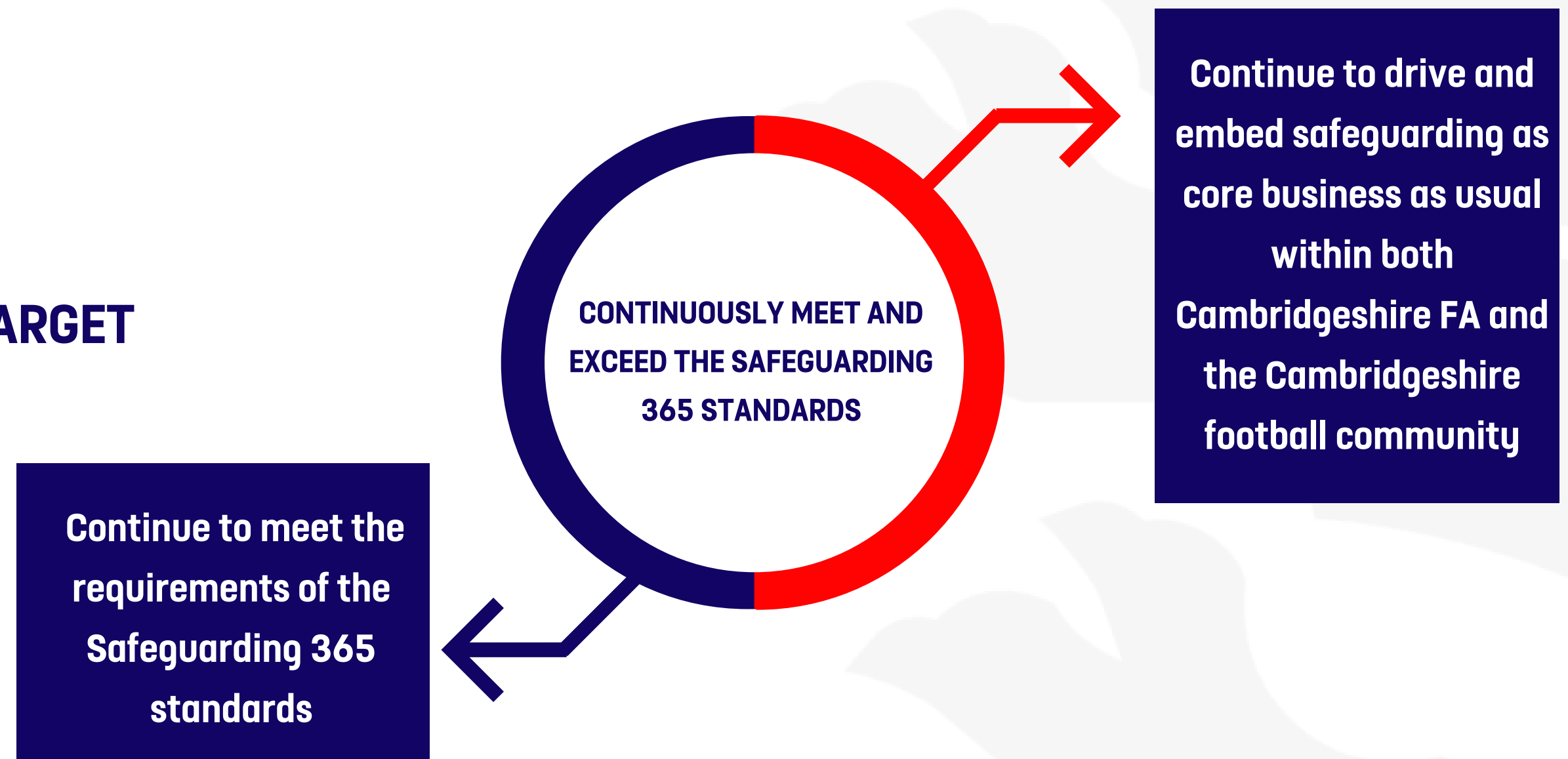
- Stakeholder council and committees with independent members
- Equality, diversity, and inclusion group
- Youth development group
- Listening to young people strategy
- Meetings with clubs and volunteers

SAFEGUARDING



Cambridgeshire Football Association is committed to safeguarding and protecting children, young people, and adults at risk across all our youth and adult football programmes and activities. Individually and collectively, we are signed up to affiliated football's policies and procedures and we are committed to maintaining and evolving our safeguarding practice in line with the FA's Safeguarding 365 standard for County FAs.

- ✓ **100% DBS COMPLIANCE**
- ✓ **100% TRAINING COMPLIANCE**
- ✓ **ACHIEVE SAFEGUARDING VISIT TARGET**



EQUALITY, DIVERSITY & INCLUSION



At Cambridgeshire Football Association we are committed to fostering an inclusive environment that reflects the diverse communities we serve. As part of our ongoing commitment to diversity and inclusion, the board will continue to maintain an Equity, Diversity, and Inclusion (ED&I) committee. The chair of this committee will hold a position on the board, ensuring that ED&I considerations remain central to our governance and decision-making processes.

Our strategy includes achieving greater diversity across all levels of our organisation, including the board, council, and staff. We recognise that diversity encompasses a broad spectrum of identities, including but not limited to gender, disability, race, ethnicity, LGBTQ+, and socio-economic backgrounds.

Setting Targets Based on Census Data:

We will adopt targets for board representation relative to the 2021 census data for our county. This data, is included as an appendix to our Diversity and Inclusion Action Plan, and serves as our targets. However, acknowledging the current underrepresentation of females on our board, we aspire to achieve a minimum of 30% female representation.

In addition, we have developed a four-year Diversity and Inclusion Action Plan. This plan outlines specific objectives, initiatives, timelines, and responsible parties to help us achieve our diversity and inclusion goals effectively and efficiently. The objectives are below:

UTILISE MARKETING AND COMMUNICATIONS
TO ADVOCATE EQUALITY AND DIVERSITY,
FOSTERING INCLUSIVITY FOR ALL
STAKEHOLDERS AND THE COMMUNITY

INCREASE DIVERSITY ON THE BOARD AND
COUNCIL

IMPLEMENT TRAINING PROGRAMS ACROSS
WORKFORCE AND WIDER FOOTBALL COMMUNITY
ON PRINCIPLES OF INCLUSION AND DIVERSITY,
FOSTERING A CULTURE OF UNDERSTANDING,
RESPECT AND EQUITY WITHIN THE
ORGANISATION

INCREASE DIVERSITY ACROSS
PARTICIPATION (PLAYERS, COACHES,
REFEREES, VOLUNTEERS)

EQUALITY, DIVERSITY & INCLUSION



Setting Targets Based on Census Data:

We will adopt targets for board representation relative to the 2021 census data for our county. This data, is included as an appendix to our Diversity and Inclusion Action Plan, and serves as our targets. However, acknowledging the current underrepresentation of females on our board, we aspire to achieve a minimum of 30% female representation.

**CULTURALLY DIVERSE BACKGROUNDS - LGBT, SEXUAL ORIENTATION, SOCIO-ECONOMIC
HISTORICALLY UNDER-REPRESENTED GROUPS
DISABILITY**

COMMERCIAL



Our commercial strategy aims to capitalise on the success of the 1884 Club, with a focus on sponsorship opportunities, business partnerships, and digital innovation to drive sustainable growth, thereby facilitating the achievement of our strategic priorities for football in Cambridgeshire.

Key objectives:

- Build upon the success of the 1884 Club by refining offerings and packages, emphasising sponsorship of competitions and development programmes
- Target 1884 Club income growth of 10 to 15 percent each year
- Sustain partnership with UCFB to engage new businesses and provide valuable business exposure to students
- Optimise digital and website capabilities to enhance outreach and engagement
- Investigate potential commercial opportunities with our facility partner as part of our facility project business plan
- Explore future facility projects to further enhance our commercial potential

ENVIRONMENTAL SOCIAL GOVERNANCE



Cambridgeshire FA are committed to fostering Environmental, Social, and Governance (ESG) principles throughout our operations.

This is demonstrated by:

RAISING FUNDS AND PROMOTING CHARITY PARTNERSHIPS:

We actively raise funds and promote our charity partners, ensuring that their missions align with our values and contribute positively to society.

KIT RECYCLING INITIATIVES:

We use and promote a kit recycling programme to minimise waste and promote sustainability within our community and beyond.

BOOT BANKS:

We encourage our member clubs to establish boot banks to provide access to essential sports equipment, promoting inclusivity and levelling the playing field for all.

ALZHEIMER'S SOCIETY SUPPORT SCHEME:

We proudly support the Alzheimer's Society, advocating for awareness, research, and support for those affected by dementia.

SUPPORT FOR GREEN FOOTBALL WEEKEND:

We champion initiatives like the Green Football Weekend, advocating for eco-conscious practices within football and inspiring others to join the movement.

COMMITMENT TO ENVIRONMENTAL ISSUES:

We implement strategies to reduce our carbon footprint, minimise waste, and protect natural resources for future generations.

THROUGH THESE INITIATIVES AND MORE, WE AIM TO FULFIL OUR RESPONSIBILITY AS A SOCIALLY RESPONSIBLE ORGANISATION AND STRIVE TO MAKE A POSITIVE IMPACT ON THE WORLD AROUND US.

THANK YOU TO OUR SPONSORS



LEAGUE SPONSORS



COUNTY CUP SPONSORS



1884 CLUB MEMBERS 2023/24

