



**ENGLAND  
FOOTBALL**

# Cambridgeshire Football Association

End of Season Report 2021/22

# Introduction



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The 2021-22 season has been the first 'normal' football season since 2018-19 and we have been delighted that our clubs and leagues remain strong and continue to provide excellent opportunities for people to play, coach referee and volunteer. Thank you to all involved in the delivery of football in the county.

Our staff workforce has remained stable and we have recruited some excellent independent directors to strengthen our governance as we continue to work towards the FA Code of Governance.

Safeguarding has remained top priority and we passed the independent assessment in April 2022. Inclusion is another high priority and, following the achievement of the Preliminary Level of the Equality Standard for Sport in 2021, we continue to make progress towards the intermediate level. In the first year of our three year strategy we have achieved all of our year one KPIs (male, female and disability player pathways, referee education and development, coach education and development, and improvement of grass pitches) and are in a good position to achieve our strategic objectives by 2024.

Joanne Bull, Chief Executive.

# Governance



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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.

## 2021-22 highlights:

- Nine standards prioritised by the committee with six achieved and the remaining three in progress.
- Three new independent directors recruited.

## KEY SUCCESS MEASURE:

We have identified 74 of the 84 standards which we aim to adopt by the end of this strategy (2024).



**2021/2022 season concluded with 58/74 standards met**

# Commercial



We have been lucky to have loyal and long standing partners and sponsors over the years. However, in 2021-22 we unfortunately lost a long-term sponsor as Kershaw went into administration. Our aim is to launch a new '1884 Cambridgeshire FA Business Club' to engage and build relationships with the community and a wide range of businesses, with an inclusive approach.

## 2021-22 highlights:

- New Independent Commercial Director recruited
- New part-time staff resource allocated to partnerships
- 1884 Business Club ready to launch in September 2022



**1884**  
**CAMBRIDGESHIRE FA**  
**BUSINESS CLUB**

# Equality



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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.

## 2021-22 highlights:

- New Independent EDI Committee Chair recruited (automatic position on board and council)
- New EDI committee members recruited
- EDI plan created and delivery underway with four priorities
- Needs analysis undertaken with Kick it Out
- Inclusion training for all staff



# The four priorities



- Priority 1 - Inclusive marketing and communications
- Priority 2 - Increase diversity on council (long term) via greater engagement with diverse communities (short/mid term)
- Priority 3 - Education and training
- Priority 4 - Increase diversity of participants (players, coaches, refs)



## 2021-22:

- We have extended our year end from Dec 21 to June 22 (18 months). Therefore, future year ends will be in line with the season and meet the FA finance operating standards.
- At 12 months (Dec 21) a small profit of £2453 was shown, against a loss of £5471 in 2020.
- We expect to report a loss for the 18 month period to the end of June 2022. This position has been heightened by the unfortunate loss of sponsorship from our long time supporters Kershaw Group and lower income streams as we reduced fees to clubs over the last year.
- The balance sheet remains strong with cashflow at £585,000\* at May 2022
- \*The balance shown include £186,800 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.



# Workforce





**JOANNE BULL**  
CEO



**DIANE BRADSHAW**  
Designated  
Safeguarding Officer



**COLIN HILLS**  
Operations Manager



**KATIE CRITCHLEY**  
Football Development  
Manager



**CHRIS ABBOTT**  
Competitions and  
Clubs Development  
Manager



**SAM ANDERSON**  
Referee Development  
Officer



**AMY NEWELL**  
Football Development  
Officer



**PHIL MITCHAM**  
Competitions Officer

MATERNITY LEAVE



**MARTHA  
SUTHERLAND**  
Marketing and  
operations Officer



**RYAN KAY**  
Football Development  
Officer (Inclusion)

MATERNITY COVER



**RUBEN COSTA**  
Marketing,  
Communications and  
Partnerships Officer

Staff



# 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

### Strategic objectives:

- Continue to meet the requirements of the Safeguarding Operating Standard
- Continue to drive and embed safeguarding as core business as usual within both the county FA and the Cambridgeshire football community

### KEY SUCCESS MEASURE:

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



Cambridgeshire FA meet the requirements of the Safeguarding Operating Standard 2021 / 2022

# 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%



Adult behavior in youth football has been identified as an issue. We have plans in place for 2022-23 to focus on providing a positive environment for children's football.

*#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**



**2021/2022 season concluded with 18,471 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 2927 FEMALE PLAYERS**



**2021/2022 season concluded with 3249 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 195 DISABLED PLAYERS



2021/2022 season concluded with 206 disabled players





# Referee Education and Development



## Strategic objectives:

Retain and support the existing workforce

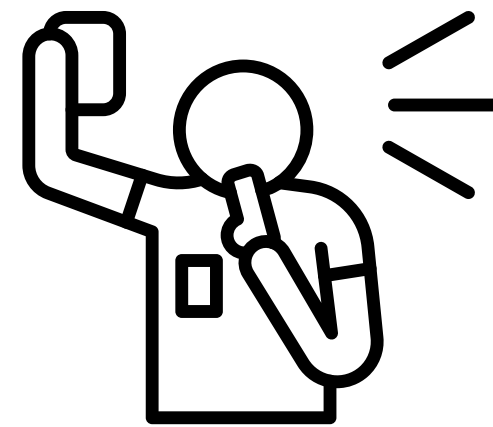
- Utilise digital opportunities and facilitate regular learning opportunities for referees, mentors and observers
- Utilise feedback from young officials to enhance the experience for young people refereeing the game
- Provide education and support opportunities to recruit, retain, convert and promote 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: 84 (Target 79)
- Conversion: 61 (Target 47)
- Retention: 252 (Target 251)
- Progression: 26 (Target 23)



# 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.

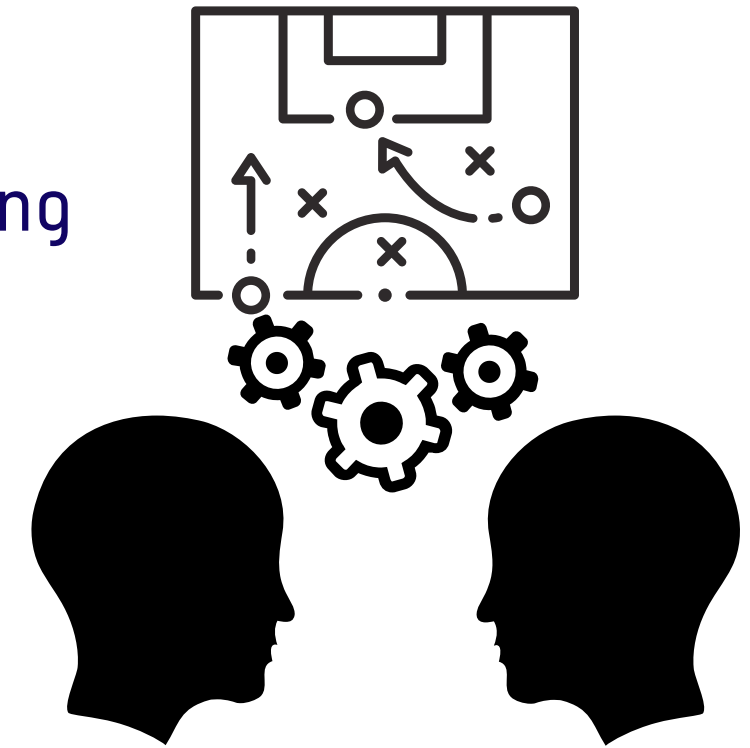
## KEY SUCCESS MEASURE:

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 168 CPD HOURS**

**21 / 22 SEASON CONCLUDED WITH 184 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)**



2021/2022 season concluded with 75 improved grass pitches and a further 41 pitches in Pitch Power



# Other Goals

## CFA FACILITY

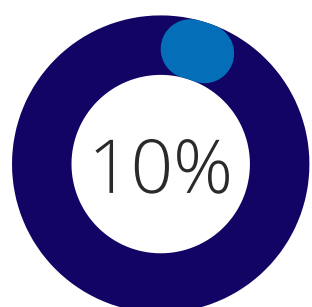
### Strategic objectives:

- 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 a potential site is being discussed



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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!**