

# ***Cambridgeshire FA***

## ***Your game, your experience, our goal***



**ENGLAND  
FOOTBALL**



**Strategy 2021-24 (last revised June 18/06/2021)**

# Foreword from Chair and CEO



**Phil Hill - Chair**

*Covid-19 has presented many challenges to football. However, the Cambridgeshire football family has responded brilliantly. Club and league volunteers, facility providers, and all involved have worked hard to keep participants motivated, source funding, alter competition formats, and implement the guidance to ensure the safe return to football. It's great to see so many people back out on the pitches enjoying the game they missed so much. This was achieved against a reduction of funding for the County FA that resulted in a restructure of staff. However, strong financial management resulted in a small loss overall and a secure position going forward.*

*Despite the challenges of the past seasons, much has still been achieved throughout our 2018-21 strategy. This includes growth of referee numbers, more Wildcats providers, and more players in both the male and female pathways. Our thanks go out to all involved in grassroots football in Cambridgeshire.*



**Jo Bull – Chief Executive  
and Company Secretary**

*Through our 2021-24 strategy we plan to build on these successes and work together with our clubs, leagues, volunteers and partners to provide positive football experiences for everyone who wants to be involved, at whatever level and in whatever role. Safeguarding will remain top priority and we will continue our drive to improve Respect and inclusion throughout the game.*

*We look forward to working with you to support, inspire, and develop the best football experience for all.*

**Jo and Phil**

# Executive Summary



*Your game, your experience, our goal. It is Cambridgeshire FA's mission to work with you to support, inspire and develop the best football experience for all. We want to build on the successes from our previous strategy and use our understanding of local needs from our PESTLE analysis and consultation to drive football forward. We are committed to good governance and inclusion to help us deliver the best outcomes for football in Cambridgeshire. Our workforce strategy and structure along with our strong financial position and commercial plans will enable us to deliver our long-term goals. Our goals are: to achieve safe, respectful and inclusive pathways for all participants; to ensure coaches and referees have access to quality education and development; to improve access to good quality grass pitches; to grow Cambridgeshire FA's brand and public perception; and to develop a facility to support delivery of our goals.*

# Vision, Mission, and Values



## Vision

Your game, your experience, our goal.

## Mission

Working with you to support, inspire, and develop the best football experience for all.

## Values

Service, Collaboration, Friendliness, Excellence, Passion, Professionalism



# 2018-21 KPIs



17,806 Male players



2,529 Female players



120 Futsal players



93% Youth team with qualified coach



319 Referees (total)



32 Female referees



20 BAME referees



49% Adult clubs



96% Youth clubs

67 Improved grass pitches



# 2018-21 Key Achievements

100+ KICKSTART participants across 8 centres



Achieved Foundation level of Equality Standard and progressed to Preliminary level



Partnership work with:

- ARU
- Cambridgeshire Constabulary
- Cambridge United Community Trust
- Clarion Futures
- Football Fun Factory



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Re-launch of Inclusion Advisory Group

Introduction of disability football as part of Hub Club programme



3 ACC players selected for England National Camps

Reformed Council and introduced publication of minutes



Spotlight series launched

Participants featured in FA webinars and local papers

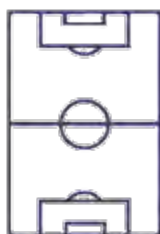
Implementation of Local Football Facility Plans



Referee Development Week attended by over 100 people



Applications submitted for 4 new full size 3G pitches.



Total of 48 clubs supported with facility projects including pavilions, grass pitches and small sided provision.



Referee purple shirt scheme launched

Female only Level 1 coaching course



10,000 Twitter followers



Supported our members through a Global Pandemic with club support events and packs

Level 1 coaching course in partnership with Cambridge Mosque



23 Wildcats Providers

# Pestle Analysis



P

POLITICAL

E

ECONOMIC

S

SOCIO / CULTURAL

T

TECHNOLOGICAL

L

LEGAL

E

ENVIRONMENTAL

*Potential for further restrictions and halt to football as a result of Covid-19.*

*Opportunities to work closer with parish, district and county councils and MPs.*

*Less money available for sport as a result of Covid-19.*

*Cost effective formats of football required along with support to access funding.*

*Effects of a health crisis and increased deprivation.*

*Opportunities for partnership work both in areas of deprivation and to improve health, both physical and mental, through football.*

*Opportunities to engage further using technology.*

*Skills on the board.*

*Compliance with GDPR, safeguarding and employment law.*

*Climate change affecting traditional league seasons.*

*Opportunities for alternative formats.*

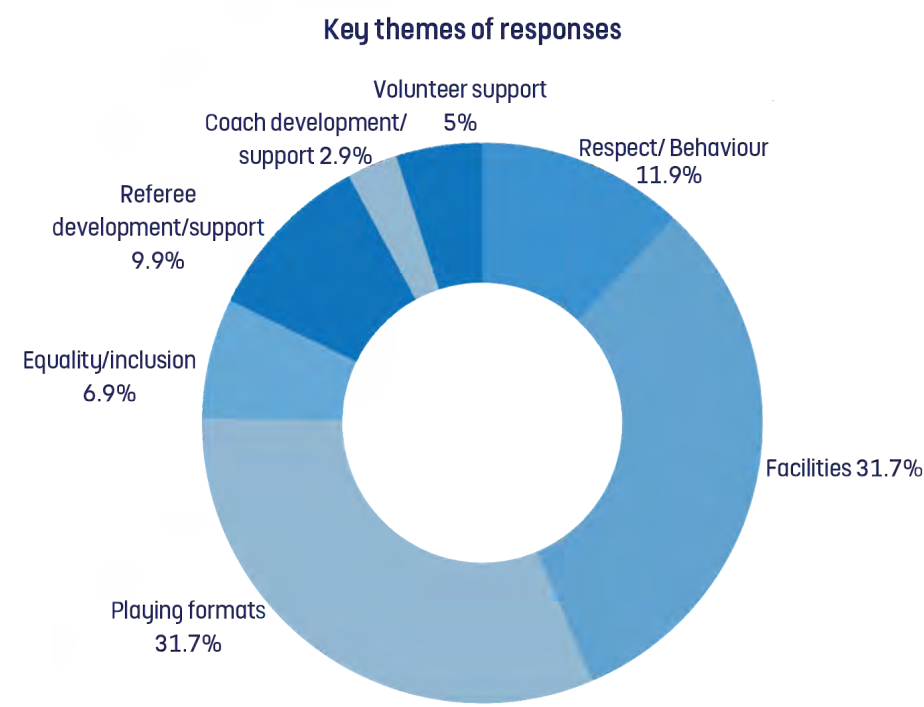
*Growth in housing provides opportunities for facility developments and growth in participation.*

# 2021-24 Strategy Consultation



*In March and April 2021 we asked the following questions:*

- *What is the most important change you would like to see for grassroots football in Cambridgeshire?*
- *Why is the change required?*
- *How should the required change be made?*



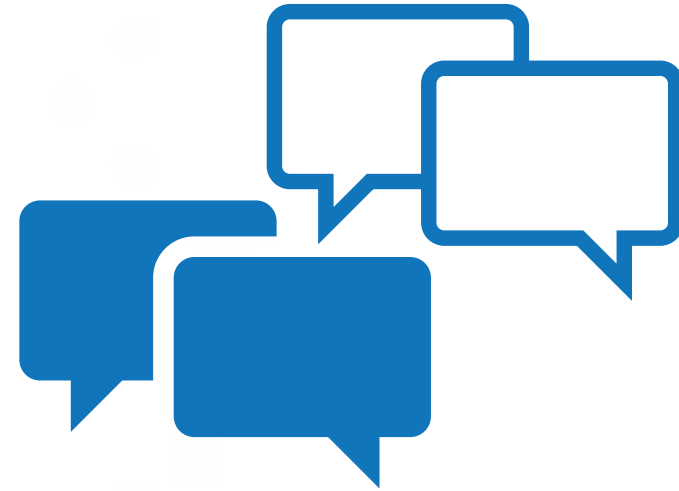


# Continuous Consultation



We have also consulted through the following means and this will continue through the 2021-24 strategy:

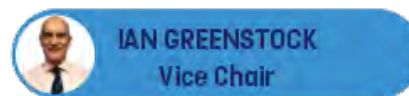
- *Our reformed council with stakeholders representing all categories of football*
- *Independent members on committees*
- *Equality, diversity, and inclusion group*
- *Youth development group*
- *Listening to young people strategy*
- *Club support webinars*



# Governance



## Cambridgeshire FA Board of Directors



*We are committed to good governance to help us deliver the best possible outcomes for football in Cambridgeshire. The FA have developed a Code of Governance with 84 standards. We have identified 74 of the 84 standards which we aim to adopt by the end of this strategy (2024).*

*From our self-assessment, we currently meet 55 of the 74 standards we want to adopt. This equates to 74%. By the end of the 2021-24 strategy we want to achieve 100% of the 74 adopted standards from The FA Code of Governance.*

*Our Governance Review Committee is driving this area of work.*

# Commercial



*Our commercial approach will follow the Environmental, Social, and Governance guidelines and we will seek to work with partners who fit with the ethos of Cambridgeshire FA.*

*We will look to engage partnerships of mutual benefit, and ones that we hope can and will grow into larger engagements moving forward. Whilst not exclusive we would prefer to work with businesses that are based in the county or who deliver to the county.*

*In summary, we are looking to engage with businesses that see the value of football to the local community.*



# Equality



*Our Equality, Diversity and Inclusion Committee is a key strategy in promoting football for everyone. It enables Cambridgeshire FA to consult with its diverse communities and ensures that the services provided meet any gaps in provision.*

*The EDI committee has nine members. The chair, Nather Al-Khatib, is a member of the board and reports on inclusion progress at each board meeting.*

**Members:** *Nather Al-Khatib, Nasser Ameen, Becks Archibald, Concetta DeMartino, Roger de Ste Croix, Jenny Hays, Birgit Meldal, Stephen Morley, and Richard Rose.*



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



# Finance



## Self-assessment

*From our self-assessment, we currently meet six of the eleven points in the FA Finance Operating Standards manual and are working towards achieving the remaining five. By the end of the 2021-24 strategy, we want to achieve 100% of the FA Finance Operating Standards.*

## Budget

Budget July 2021 to June 2022	
Income	£399,165
Expenditure	£398,745
Surplus/deficit	£420

## Cashflow

Cashflow projection	
April 2021	June 2022
Opening balance*	Projected balance*
£578,000	£569,350

*\*The balances 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.*

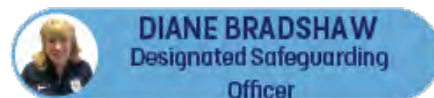
***A CFA facility working group, established by the board, is progressing the plans for the CFA led facility***

# Workforce



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The workforce was restructured in 2020 to align to both our financial forecast and our strategic long-term goals. The structure allows for growth if required.



# Workforce

## Roles and responsibilities

*Job descriptions and person specifications are in place for each job role and these are aligned to the FA contract requirements and our strategic long-term goals.*

### **We will:**

- *Annually review job roles with the job holder.*
- *Plan retention and succession.*
- *Identify and address skills gaps and plan appropriate training.*

## Mental health and well-being

*Promoting good mental health and wellbeing can help prevent stress and create a positive working environment. This can also enable employee engagement and the company's performance.*

### **We will:**

- *Implement a mental health and well-being policy.*
- *Utilise FA support through The Health Assured Employee Assistance Programme, and the FA Training Ground.*
- *Continue to provide mental health first aiders.*
- *Use and further develop our staff well-being group.*
- *Provide opportunities to openly discuss mental health and well-being.*



## Inclusive culture

*An inclusive culture will help attract and retain a diverse and talented workforce. It also helps the business by fostering a healthy working environment, increasing employee engagement and productivity, and leading to more creativity and innovation.*

### **We will:**

- *Educate leaders and all staff on inclusion and diversity.*
- *Use inclusive recruitment strategies.*
- *Use the knowledge of our Equality, Diversity and Inclusion Committee.*
- *Celebrate differences.*
- *Listen to employees and provide regular opportunities for feedback.*



# Long-term Goals



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 are below:

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

2021



2024



# Positive Environment



## Safeguarding

### **Strategic objectives:**

- *Continue to meet the requirements of the Safeguarding Operating Standards.*
- *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.*

## 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%.*



# Male Participation



*Increase modernised playing opportunities and quality of playing experience across all formats of the game*



## ***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.*

# Female Participation



***Accessible football for all females to provide equal opportunity at all levels of the game***

## ***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.*



# Disability Participation



*Empowering disabled players to engage in football activity by removing barriers and providing equal playing opportunities*



## ***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.*



# Referee Education and Development



***Provide every referee with high-quality introduction to refereeing and continued development opportunities to enhance progression and retention***

## ***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.*

# Coach Education and Development



*Engage, inspire and support coaches to offer a positive experience in the game*



## ***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.*

# Quality Grass Pitches



***Access to good quality pitches to provide an enhanced playing experience at all levels of the game***

## ***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%.*



# 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.*

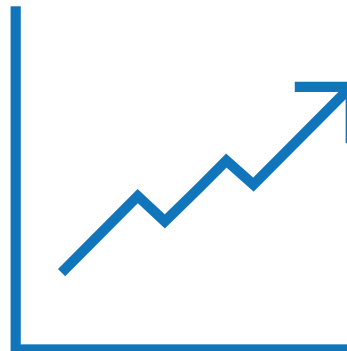
## Growth of CFA brand and public perception

### ***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.*

### ***Key success measure:***

*By 2024 we want customers to know what we do and how we support, inspire and develop football for all.*





# Thank You



## *League Sponsors*



## *County Cup and County Programme Sponsors*



## *County Partnerships*





# ***Thank you***

***Cambridgeshire FA***

***Your game, your experience, our goal***

***May 2021***

**Photo credits:**

*Jean-Luc Benazet – Cambourne Eagles*

*David Burkett – Cottenham United Colts*

*Colin Smith – Fen Tigers Engineers*

*Darren Moss – The FA*